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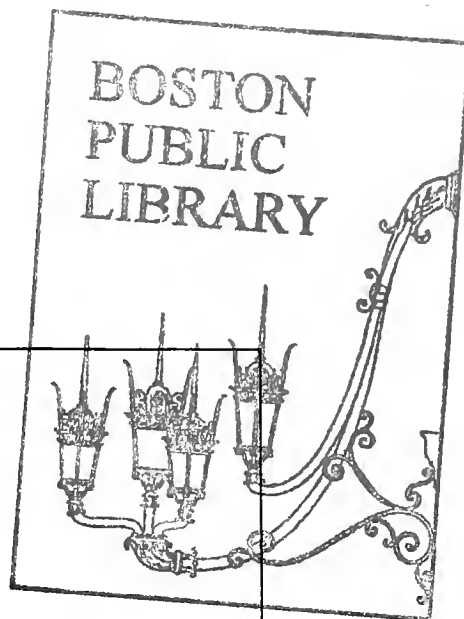
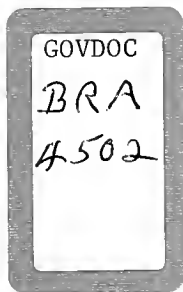
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# BUILDING COMMUNITIES

Breaking New Ground

GBCD

*Greater Boston Community Development*



November 1986



## RECENT DEVELOPMENTS

In 1986, Greater Boston Community Development, Inc. (GBCD) continues to fulfill its mission: to promote neighborhood improvement by assisting communities and community-based organizations in the development and management of housing and related facilities for families, the elderly and special needs populations with limited incomes.

Today, the "what" and "why" of GBCD's work remain basically the same as they were 22 years ago. In the two years since publication of "Building Communities," the "how" and "where" have remained flexible as the company develops new financing strategies and identifies new locations where it can be of use in creating decent affordable housing for lower income populations.

### HOW GBCD is Promoting Neighborhood Development

Deep federal subsidy was the financial foundation for much of GBCD's development work through the early 1980s. And despite extensive cutbacks, some federal programs, particularly for elderly and handicapped housing, continue to be useful. But GBCD seeks to insure that affordable housing for all people continues to be built and its long-term financial viability assured—with or without deep federal subsidy. Therefore, the corporation's staff are active on a variety of fronts to meet clients' neighborhood housing goals:

■ **State Resources.** With diminishing federal funds, the corporation is using a number of state initiatives. GBCD staff are working with a variety of subsidy programs available through the Executive Office of Communities and Development (EOCD), the Massachusetts Housing Finance Agency (MHFA) and the Massachusetts Housing Partnership (MHP). These resources range from the State Housing Assistance for Rental Production (SHARP) program which reduces the cost of rental housing,

to MHP's Homeownership Opportunity Program for moderate-income homebuyers, to gap financing from the Community Development Finance Corporation (CDFC) to the technical assistance and seed money funds available through the Community Economic Development Assistance Corporation (CEDAC). Using these and other subsidy programs in combination with private financing—GBCD staff are maximizing available resources. In fact, since initiation of the SHARP program in 1984, projects assisted by GBCD have accounted for 25% of the total number of projects funded. Additionally, GBCD's SHARP production represents more than one-third of the low-income units produced utilizing the program.

■ **Program Development.** The formation of the Boston Housing Partnership (BHP) in 1983 signalled a new role for GBCD, when the corporation was called upon to participate in the design of a *program* under which 10 community-based organizations would rehabilitate inner-city, deteriorated housing. The BHP, a consortium of financial institutions, government agencies, private businesses and neighborhood organizations, has since aided these organizations in salvaging 70 deteriorated properties throughout the city and converting them to decent dwelling units which are affordable to low and moderate income households. GBCD's role was an unusual one—designing a program that itself consisted of the stitching together of almost three dozen different financial resources and then assisting community sponsors in the implementation of that program across a wide spectrum of properties. (A detailed description of GBCD's work with BHP is located at page 7 of "Building Communities.")



460-462 Geneva Ave. in Dorchester, MA, one of six properties rehabilitated by the Fields Corner CDC as part of its BHP Demonstration Program package. These properties—totaling 77 units for lower-income families and two commercial spaces—were occupied in 1986.





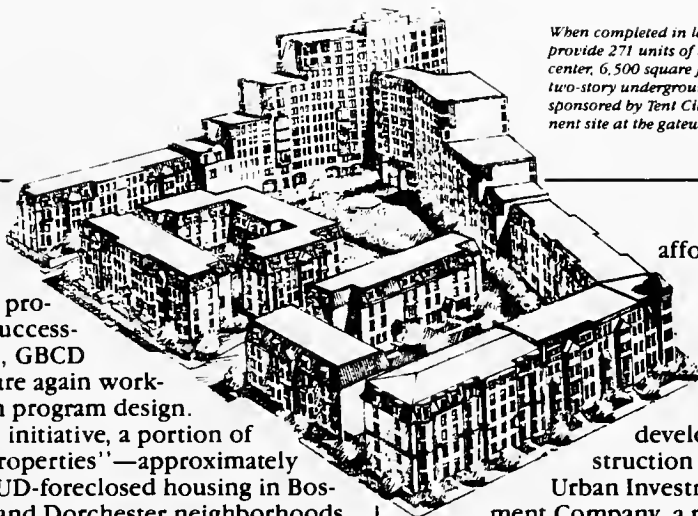
In 1986, with the initial BHP demonstration program nearing successful completion, GBCD and BHP staff are again working together on program design. Under the new initiative, a portion of the "Granite Properties"—approximately 900 units of HUD-foreclosed housing in Boston's Roxbury and Dorchester neighborhoods—will be rehabilitated by seven community groups to provide housing for lower income families.

Senior staff have also continued to work actively with state officials on the design of new state programs and modifications to old ones in the effort to adjust to changing federal assistance and tax laws as well as changing development and financial constraints. When MHP was formed, the corporation assisted EOCDD staff on programmatic design with particular emphasis on reclaiming abandoned properties, reuse of former urban housing sites, and identification of potential projects across the state. GBCD's executive director has also participated in state committees designing the SHARP program and the homeownership production initiative and planning for future bond financing.

Through the late 1980s, with expanded state and local initiatives for affordable housing production, GBCD looks forward to continuing its role in helping to define programs that work, particularly for nonprofit developers and their lower income constituencies.

■ **Leveraging A Strong Economy.** The healthy Massachusetts economy and real estate market create unusual opportunities for creative leveraging of that strength to enhance

Boston's Mission Hill gained 74 units for lower-income families with occupancy in 1986 of Frawley-Delle Apts. This rehab package was sponsored by Mission Hill Neighborhood Housing Services as part of the BHP Demonstration Program. Shown is 7-17 Delle Avenue.



When completed in late 1987, Leighton Park (Tent City) will provide 271 units of mixed-income housing, a child care center, 6,500 square feet of neighborhood retail space, and a two-story underground parking garage. This development, sponsored by Tent City Corporation, is located on a prominent site at the gateway to Boston's South End.

affordable housing production. One example of this is Tent City/Leighton Park in Boston's South End, a 271-unit mixed-income development of new construction and rehabilitation.

Urban Investment and Development Company, a private development company and the owner of the adjacent Copley Place, financed and is building a parking garage which serves as the foundation for the housing and provides parking for some of its residents as well. Recently, GBCD has proposed, in a joint venture with The Beacon Companies, a mixed-use hotel/residential/commercial complex for a downtown parcel with some affordable housing units to be created on that site. Proceeds from that downtown development will be used to create a substantial additional number of affordable housing units in Boston's neighborhoods. With these efforts, GBCD hopes to continue to leverage the strong real estate market in many parts of Massachusetts to support affordable housing development.

■ **Additional Capital Through Syndication.** Syndication—the formation of a limited partnership to acquire, own and operate a property, and the selling of limited partnership interests to individual investors or corporations—has enabled nonprofit housing sponsors to maximize financial benefits for their developments while protecting the sponsor's tax-exempt status and control over the housing. As described below, GBCD's track record in syndicating nonprofit-sponsored housing is significant.

In order to preserve the benefits of nonprofit-sponsored syndication in the Tax Reform Act of 1986, GBCD's executive director worked intensively with organizations in Massachusetts and throughout the country advocating the inclusion of both a viable transition rule which would protect existing syndicated low-income housing projects and



*New Hope Housing in Holyoke, MA, one of the corporation's western Mass. projects, consists of 32 units for lower-income families being rehabilitated by Nueva Esperanza and Housing Allowance Project, Inc. Shown is Phase I, which was occupied in August 1986; Phase II, located nearby, will be ready for occupancy in March 1987.*

## GBCD

those to be syndicated in 1986 from the new passive loss restrictions in the 1986 Act, and workable equity tax incentives through which projects could continue to be syndicated successfully after 1986. Under the Act, existing investors in certain low income housing projects retain up to seven years of protection from passive loss restrictions. In the future, investors will benefit from the Low Income Housing Tax Credit contained in the Act, thus enabling GBCD to continue to secure equity financing for its clients' affordable housing efforts.

■ **Expanded GBCD Resources.** Since the publication of "Building Communities" in 1984, two GBCD resources—its Charitable Trust and its staff capacity—have expanded significantly.

Initiated in 1972 with a \$146,500 grant from Charlesbank Homes, a Boston charitable foundation, the GBCD Charitable Trust helps the corporation's clients with front-end development costs such as architectural design, soils analysis, and site option payments. During the past two years, 17 projects assisted by GBCD have received loans totaling almost \$600,000 from the revolving loan pool. These loans, in turn, have generated another \$1,759,000 in seed money from other sources, and \$58,925,000 in combined mortgage and equity financing. Thus, in the last two years alone, Charlesbank Homes' initial \$146,500 grant has leveraged investments worth 414 times that amount—almost equaling its leveraging power for the previous 12 years!

In 1986, the Charitable Trust received a \$150,000 loan from the Local Initiatives Support Corporation, an organization involved in funding and support of nonprofit development efforts in more than 30 cities throughout the country. With the LISC investment and other funds currently being sought, the Charitable Trust is expected to approximate \$1 million in funds available shortly.

Expanding opportunities for neighborhood improvement are also reflected in GBCD's expanded staff capability. Since the publication of "Building Communities," the

number of GBCD staff has increased by more than 50%. Today, the corporation employs more than 100 people, with 33 development, syndication, economic development, property management, accounting and support staff at GBCD's central office in Boston, 65 site staff at GBCD-managed housing throughout the Commonwealth, and a small but growing number of people in its first additional development office in Springfield, Mass.

### **WHERE GBCD is Helping to Build Affordable Housing**

The need for affordable housing in the Commonwealth is not limited to the Boston area; communities across the state are also striving



to house their lower income populations. Recognizing this statewide need, GBCD established an office in Springfield, Massachusetts in early 1985. Eighteen months later, the Western Mass. staff is engaged in eight projects, ranging from new construction of a 40-unit elderly/handicapped development in Easthampton, Mass., to the rehabilitation of the former Indian Motorcycle Building in downtown Springfield into 139 units for low and moderate income families.

As with its Boston start-up two decades ago, GBCD's dedicated, knowledgeable staff—fueled by the commitment, drive, and determination of its clients—has sparked the successful launching of the Western Mass. operation. GBCD anticipates continued growth of that office as the low-income housing production efforts in the communities in the western part of the state increase.

The work of the corporation's central office has expanded to include work in a number of larger cities in the Commonwealth where it was not previously active.



*Mill Pond Apartments in Littleton, MA houses 42 conventional elderly units and an eight-bed congregate facility for mentally handicapped elderly persons. The housing, which was sponsored by Emerson Hospital and CARD, Inc. in Concord, supplements its usual social services for residents with special services for its congregate unit.*



## GBCD

Rehabilitation projects in Worcester and New Bedford, new construction in Lawrence and assistance to a troubled property in Lowell are all indications of GBCD's commitment to assist in communities throughout the state and its growing capability to do so.

The corporation has received an increasing number of inquiries from organizations and officials outside of Massachusetts about its work and the potential availability of its assistance. In response to these inquiries, the corporation has recently formed a separate nonprofit corporation as a vehicle for its staff to provide assistance and development services outside of Massachusetts.

Although the "how" and "where" of GBCD's activities vary with time, "who" benefits from these efforts — lower-income families, elderly and handicapped citizens, and other special needs populations not effectively served by conventional housing markets — does not change. Persistent efforts of a growing industry of community-based, nonprofit developers represent a substantial part of the work to meet these individuals' housing needs. On behalf of its clients, GBCD is continuing — and increasing — its workload in its four major areas of activity: housing development, equity finance, economic development, and property management. Recent developments in each of these areas is described below.

## HOUSING DEVELOPMENT

Housing development is an intricate process that involves financing, design, legal

approvals, ownership arrangements, and construction and management planning, budgeting and coordination. GBCD organizes and coordinates each stage of this process—from initial site selection to occupancy—on behalf of and in conjunction with its neighborhood-based clients.

Since 1984, the corporation has assisted community-based developers in efforts to add almost 2,500 affordable housing units to the Commonwealth's stock. GBCD successfully set this active development pace—758 units completed; 630 in construction; and 1,101 under active development—despite tax reform uncertainties in late 1985 and much of 1986.

During the last two years, GBCD has concentrated substantial effort on large-scale affordable housing production for lower-income families, particularly in its program and project development work for the Boston Housing Partnership demonstration and Granite programs.

At the same time, GBCD is in some cases utilizing the frequently more limited combinations of state, local and federal resources to create housing that is in part affordable to lower income households and in part competitively offered in the local market. With the wide variety of market conditions around the Commonwealth, this approach sometimes creates a substantial moderate income component; in other cases, the corporation structures mixed-income housing that can both serve low and moderate income people and also benefit from attracting some higher income residents as well.

As noted earlier, the elderly/handicapped housing need continues to be met using federal subsidies: 507 of the

Mortgage and Equity  
Financing of Housing  
Substantially Completed  
(in millions)





units begun since 1984 are utilizing the HUD Section 202 loan program in combination with Section 8 housing assistance for all residents. From 1984 to 1986, GBCD-assisted developments have accounted for approximately 50% of all Section 202/8 units allocated in Massachusetts.

A new direction for GBCD since the publication of "Building Communities" is its work to provide housing for single people left out of past federal housing programs and often displaced by dramatic reductions in the supply of urban rooming houses and in the closing of state institutions. At Mill Pond Apartments in Littleton, Mass., an eight-bed congregate facility for mentally handicapped elderly persons is combined with 42 conventional elderly units. In Worcester, Mass., GBCD rehabilitated the former Aurora Hotel into 85 efficiency apartments, 45 of which house single, lower-income individuals. Development work is also under way at the Touraine Hotel in New Bedford, Mass., where GBCD is assisting on the rehabilitation of a former hotel into 25 efficiency apartments.

With the new low income housing tax credit more directly targeted on lower income households, GBCD plans to focus much of its housing development effort on rental housing serving lower income populations by utilizing continuing federal tax incentives in combination with state housing subsidies and other resources. At the same time, resident ownership options—with limitations on equity appreciation to insure continuing affordability—will be aggressively pursued, particularly where more moderate income populations are being served.

Through continued work in these areas and others as yet to be discovered, the corporation looks forward to achieving its goal of adding 1,000 housing units per year to the affordable housing inventory through the combination of its efforts and those of its nonprofit, neighborhood-based clients.

## EQUITY FINANCE

GBCD's success in revitalizing neighborhoods is in part due to its expertise and creativity in debt and equity finance. The corporation's pioneering work in this arena demands careful balancing to maximize financial benefits to, and sustain long-term control of projects by, the nonprofit sponsor, while creating an investment which is attractive to outside investors. In addition, syndication requires considerable competency in the fields of tax, partnership and exempt organization law, and in equity finance markets.



In the last two years, GBCD has raised more than \$25 million in equity capital, with an additional \$11 million expected to be raised before the end of 1986. In addition to completing these syndications, GBCD's equity finance staff have devoted considerable efforts to evaluating the impact of the tax reform provisions culminating in the Tax Reform Act of 1986 (the Act). As a result of the Act, GBCD will tap new markets in order to sell interests in nonprofit-sponsored housing syndications. Such efforts will focus on sales to corporate, rather than individual, investors, since corporations are not subject to passive loss/credit restrictions, and can therefore benefit more fully from the investment.







*An economic development project sponsored by the Fields Corner CDC, One Arcadia Place is a renovated former municipal building now providing two floors of commercial space and 11 finished, open plan artist living/working dwelling units in Dorchester. Construction of a parking lot on an adjacent site for the nearby commercial area is now under way.*

## GBCD

With its substantial operating base, its unblemished record, and its 16 years of syndication experience, the corporation is well poised to meet the challenge of attracting this new market.

## ECONOMIC DEVELOPMENT

GBCD is unique among Boston's commercial development consultants in that it assists nonprofit, community-based developers in upgrading commercial or industrial areas by eliminating blight and creating jobs, business opportunities and services for local residents.

In late 1986, GBCD's economic development operation is gaining steam with the completion of One Arcadia Place, the closing of 801 Albany Street, and preparations for closing of the 432 Columbia Street and Massachusetts Square developments. These four developments represent the creation of 250,000 square feet of retail, office, R&D and light manufacturing space, including facilities for start-up businesses and artist live/work uses, in four previously problematic properties in Boston and Cambridge. GBCD's success in these developments will put it in a position to expand the scale of these efforts into the future.

## PROPERTY MANAGEMENT

As described in "Building Communities," GBCD's property management division provides services to community-based, nonprofit owners both as a full-service management agent and as a property management consultant.

Today, GBCD's management portfolio spans 28 developments, topping 1,500 units of housing. (A complete listing of properties

under management is available from GBCD.)

Since 1984, the management division has focused on building its central office staffing capacity, refining systems and procedures on-site, and moving into new areas of housing management such as single-room dwellings (Aurora Hotel), congregate living (Mill Pond Apartments) and mixed-income occupancy (Leighton Park/Tent City). In 1986, the corporation embarked on management of western Mass. properties with the addition to its portfolio of Belle St. Apartments in Springfield, New Hope Housing in Holyoke, and So. Holyoke Housing in So. Holyoke. Also, completion of the corporation's economic development projects presages the initiation of a GBCD commercial facility management role in the spring of 1987. Today, management staff are actively at work on adding more than 700 new units to the portfolio over the next 18 months.



As always, GBCD remains committed to delivering the highest quality property management services to nonprofit owners. And, since 1984, the corporation has relinquished management of two properties to their community-based owners. With these entities now successfully managing their own housing, GBCD moves closer to its dual goal of insuring that affordable housing is built by—and controlled by—neighborhood-based, nonprofit organizations.



## GREATER BOSTON COMMUNITY DEVELOPMENT, INC.

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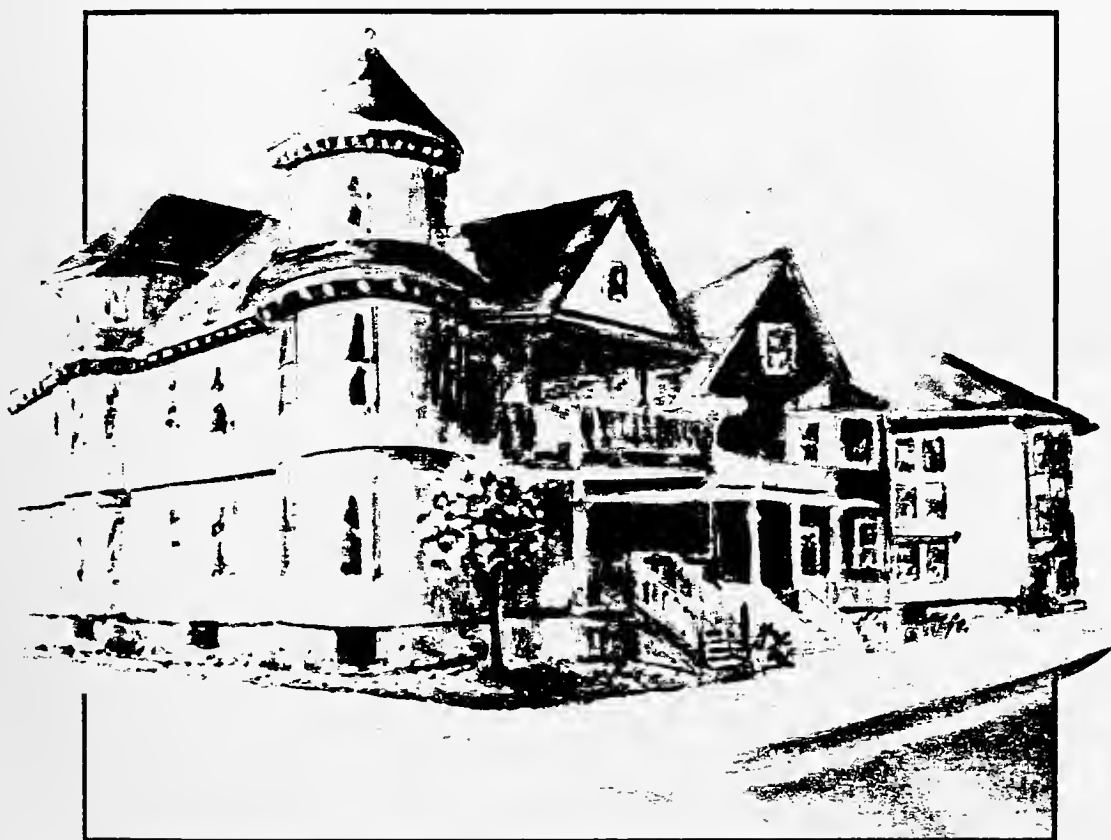
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### Cover

*A silhouette of The Aurora, 85 efficiency apartments in the rehabilitated former Aurora Hotel in downtown Worcester, MA. Developed and managed by GBCD, 45 of The Aurora's units will house single, lower-income persons; 40 are moderately priced apartments available to individuals with a range of incomes.*



# BUILDING COMMUNITIES



GBCD



► Housing for the elderly and handicapped at Plantation Apartments in Stote, Mass., a cluster of six two-story woodframe clapboard buildings around a central courtyard. Development Team: Stow Elderly Housing Corp., sponsor and owner; GBCD, development consultant and management agent; Day & Ertman, Inc., architect; Corcoran Construction Company, general contractor.



Cover: Three of the 17 wood-frame buildings comprising Restoration Housing in Boston's Brigham Circle area, a scattered site rehabilitation project which houses families. Development Team: Roxbury Tenants of Harvard Association, Inc., sponsor; RHC & Associates, owner; GBCD, development consultant and management agent; John Sharvatt Associates, Inc., architect; Dimeo Construction Company, Inc., general contractor.







## INTRODUCTION

**G**reater Boston Community Development, Inc.—GBCD—is a charitable, nonprofit corporation. Its primary purpose is to promote neighborhood improvement by assisting community-based organizations in the development and management of housing and related facilities for families, the elderly, and handicapped persons with limited incomes.

Now in its 20th year, GBCD has helped neighborhood groups in the development of almost 2,800 units of affordable housing. To better serve those groups, GBCD has greatly expanded its property management operation, and has introduced an economic development assistance capacity.

This report describes the range of services provided by GBCD and the unique role it plays in assisting local organizations in the provision of affordable housing.

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## LETTER FROM THE PRESIDENT

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**I**t has been 20 years since the first steps toward rebuilding a group of blighted row-houses in the South End community of Boston were undertaken by a new and experimental organization. Today, in 1984, the organization that emerged from that effort—GBCD—has turned those first steps into great strides.

GBCD has helped to build—and rebuild—more than 20 communities in eastern Massachusetts. Working with neighborhood-based housing sponsors since 1970, we have assisted in the development of 2,750 units of housing for low and moderate income people, representing total mortgage and equity financing of \$118,492,339. Today, an additional 1,216 housing units, with mortgage financing commitments totaling over \$65,000,000, are under way.

On the property management side, GBCD has experienced considerable growth. Fourteen years ago, one 93-unit property was under management; today, we manage 15 sites, translating into 1,180 apartments for families, elderly and handicapped persons.

These achievements have not come easily. Diminishing public subsidy and a corresponding shift toward private sector participation are among the challenges facing the corporation. The GBCD staff, under the direction of Patrick Clancy, has been successful in ensuring the long-term viability of the housing developed. This often involves the use of complex financing structures, diverse funding sources, and, to an increasing degree, public-private partnerships.

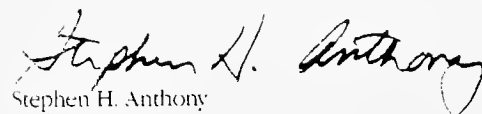
However, as complex as the mechanics of housing development may be, they are but a means to an end. Each housing development project GBCD undertakes has as its ultimate goal the fulfillment of our mission: to promote neighborhood development for the benefit of low and moderate income people and to enable neighborhood organizations to control that development to assure that it serves those purposes.

An exciting new direction for GBCD has been its work in economic development. GBCD recently became active in the economic development arena, responding to increased requests for assistance from neighborhood organizations wishing to pursue commercial development projects.

Whether in housing development, economic development, finance, or property management, there are two principal reasons for GBCD's success: its staff and its clients. We have been fortunate to attract and retain a talented, dedicated staff with a high level of technical expertise and commitment. We have also been successful in establishing excellent working relationships with our clients. These groups—highly qualified, nonprofit, community-based sponsors committed to meeting their neighborhoods' revitalization needs—form the backbone of the nonprofit development sector in Massachusetts.

Additional support for GBCD's work comes from its active and diverse Board of Directors. And over the years, we have received critical financial assistance from a number of national and Boston-based charitable foundations.

As you read this report, you will learn more about the accomplishments of GBCD and those it serves. The great strides of the first 20 years prepare us well for our future agenda to continue and expand our technical assistance delivery in four major areas: housing development, economic development, finance and property management. As part of that effort, I am pleased to report that GBCD has just opened an office in Springfield, Massachusetts. This office, which will serve nonprofit, neighborhood-based development organizations in western Massachusetts, will enable us to build more of what we build best: stable, financially viable communities for people with limited incomes.

  
Stephen H. Anthony  
President



# MESSAGE FROM THE EXECUTIVE DIRECTOR

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The early 1980s have been growth years for GBOD. Since 1980, we have assisted in the completion of almost 900 housing units, with 1,216 apartments now under way. In the past four years, we have added over 500 units of lower income housing to our property management roster. We have initiated activity in the area of economic development. And we have more than doubled our staff.

Our growth—and the growing strength of the entire nonprofit development sector in this state—reflect the critical, continuing need for affordable housing and related facilities in a variety of communities.

GBOD's continued and enhanced productivity is especially rewarding because it has been accomplished in the face of federal cutbacks, shifting funding patterns, and an ever-changing economic environment. Despite these factors, GBOD has remained a positive, productive resource for community-based sponsors of housing and commercial facilities, empowering them to control and direct the development process for the benefit of those in need.

Today, our effectiveness as a resource is measured in large part by our resourcefulness. When necessary, GBOD staff has successfully structured alternative—and financially viable—development packages to enable our locally based clients to meet their neighborhood goals. As described in this report, The Boston Housing Partnership is one such innovative initiative. Another is the Tent City project, where GBOD staff are newly engaged in intensive negotiations which will soon bring to fruition a project that has been in various stages of planning for 16 years.

On all of GBOD's projects, the principal challenge for our staff is to maintain a delicate balance in its work, the balance between the effort to understand and be sensitive to the detailed needs and objectives of the people and organizations we serve, and the effort to work effectively within the financial and technical requirements and limitations of community development programs and with the agencies that administer them.

In my 13 years with the organization, I have seen our talented and dedicated staff successfully meet that challenge, year after year.

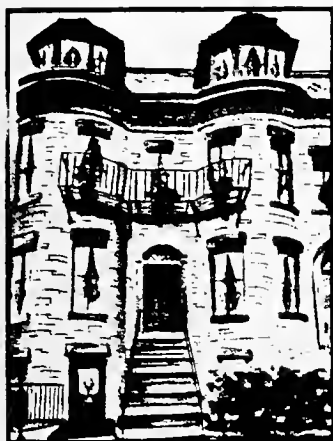
Over the years, I have also witnessed the enduring commitment of the many community-based groups—urban, suburban and rural—which comprise the nonprofit development sector in Massachusetts. These organizations have shown time and again the energy and determination necessary to create decent housing for their lower income constituents. This has been the driving force behind the record of accomplishment that they and GBOD together have compiled, as described in this report.

With a growing organization, an expanding record, and as we begin operations at our first remote office in Springfield, we look forward to continuing to assist these groups in their building of communities for many years to come.

A handwritten signature in dark ink, appearing to read "Patrick E. Clancy".

Patrick E. Clancy  
Executive Director





# HOUSING DEVELOPMENT

**H**ousing development is an intricate process that involves financing, design, legal approvals, ownership arrangements, and construction and management planning, budgeting and coordination. The process often begins for GBCD when it is contacted by a neighborhood organization—typically, an established nonprofit corporation that wants to upgrade its community—about a potential development.

## The First Steps

Community organizations most often hear about GBCD through word-of-mouth. Once contact is initiated, GBCD and the community group meet to talk about the various issues related to housing development. These preliminary discussions include:

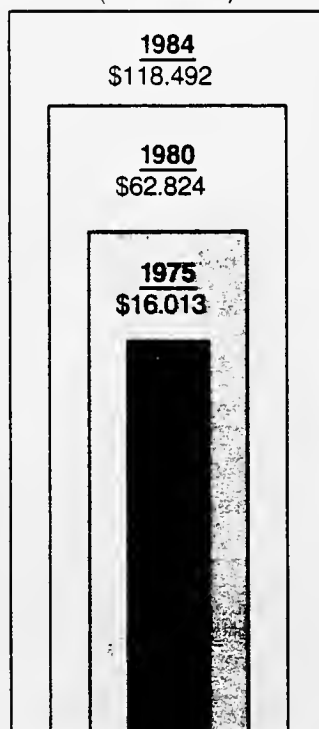
- defining the group's goals in undertaking a project
- identifying the group's overall community revitalization goals
- discussing the group's prior experience and identifying the financial and technical resources the group can bring to a new project
- establishing the proposed number of units, site, and income levels of residents of the housing
- defining the degree of support of the municipality in which the project would be located.

GBCD works with neighborhood entities whose housing goals are consistent with the GBCD mission: to provide decent, safe, affordable housing for people with limited incomes.

◀ These row houses in Boston's South End were rehabilitated as part of the corporation's first project, which was undertaken by South End Community Development, Inc., GBCD's predecessor organization. These 43 units house low-income families, and are owned by a GBCD affiliate and managed by GBCD.

▼ As of 1984, mortgage and equity financing on the 25 housing developments completed with GBCD assistance totals \$118,492,339.

## Mortgage and Equity Financing (in millions)



## A Resource for Nonprofit Developers

When GBCD and a community housing sponsor agree to undertake a project, the complex process of real estate development begins. To help neighborhood organizations succeed in this process, GBCD offers a wide variety of development services, including:

- Assisting community sponsors in defining or redefining local housing needs and objectives
- Identifying potential sources of subsidies, seed money, construction loans, and permanent mortgage and equity financing
- Negotiating for the acquisition of land and buildings
- Evaluating the reuse potential of existing buildings
- Assembling candidates for the key roles in a development team, including well-qualified architects and contractors who can respond effectively to community organizations
- Working with the sponsor and other members of the development team on preparation of project designs, the estimation of construction costs, and the correlation of design, costs and financing
- Preparing and negotiating applications for mortgage loans, subsidy and mortgage insurance commitments from federal, state and local agencies
- Securing municipal zoning approvals, tax agreements, clear title for land, and other legal clearances
- Structuring the most appropriate ownership entity for a development and the most effective system of financial controls
- Monitoring construction, documenting costs, expediting the resolution of any disputes, and coordinating the submission of requisitions and any necessary change orders
- Planning management for the completed housing, budgeting for its costs, and coordinating rent-up and management start-up with construction.

GBCD analyzes the many development variables on each project, and explains the relationships among them to its clients.







Each housing sponsor is thus able to shape those variables to seek to meet effectively its own goals.

A critical prerequisite to any project is financial feasibility. GBCD consistently stresses to each sponsor that its goals can be met only if they can be translated into a housing development that is financially feasible.

On a number of otherwise infeasible projects, GBCD has structured equity financing arrangements which have provided the additional capital to allow these developments to go forward. GBCD's real estate syndication work, as discussed in detail in the "Finance" chapter, has paved the way for over \$115 million worth of completed housing for families and elderly persons with limited incomes.

### A 20-Year Track Record

Since 1964, GBCD has worked with 17 different nonprofit housing sponsors to complete 2,750 units in 25 well-run developments. (Please see Table 1 on pages 8 and 9 for a full listing of these projects.)

The corporation's diverse portfolio indicates that the need for affordable housing is not limited to one locale nor to one

▲ A portion of the historic Crown & Eagle Mill in Uxbridge, Mass., built in 1822 and destroyed by fire in 1974

▼ Mill rehabilitation results in Crown & Eagle Apartments, containing 62 units of housing for lower income elderly and handicapped people. Crown & Eagle, together with the 18-unit Millville Heights Apartments in Millville, form Uxbridge/Millville Regional Housing Development Team. Uxbridge Housing Associates, Inc., sponsor and owner; GBCD, development consultant and management agent; Bruner Cott & Associates, Inc., architect; C.W.C. Builders, Inc., general contractor



group of people. GBCD assists in building urban, suburban and rural developments. Two-thirds of the projects on which GBCD has provided services house families; one-third, elderly and handicapped persons. In addition, GBCD's development work encompasses a variety of dwelling types, new construction, rehabilitation of deteriorated housing and adaptive reuse of an existing structure, such as a school.

GBCD's diverse portfolio is best illustrated by the following descriptions of two vastly different projects. Uxbridge/Millville Regional Housing and Viviendas La Victoria II.

### Preserving a Historic Mill in One Town, Building New Housing in Another: Uxbridge/Millville Regional Housing

Uxbridge and Millville, two neighboring towns in central Massachusetts, needed housing for their older citizens who could not afford to keep up their homes. Millville alone had a need too small to qualify for federal funds, and Uxbridge, though adjacent, was considered too far to move from the perspective of long time Millville residents.

On GBCD's advice, citizens of both towns active in civic affairs teamed up to form a nine-person board called Uxbridge Housing Associates, Inc. (UHA). GBCD began working with UHA in 1981 to determine how best to provide housing to residents of both towns. To respond to the needs of both towns, a split-site development approach was decided upon: 62 units in Uxbridge, and 18 units in Millville.

In Uxbridge, the burned-out facade of a historic mill sparked the idea of adaptive re-use. The Crown and Eagle Mill building, which lost its floors, windows, roof, and one-third of its walls in a 1974 fire, today provides 62 units of affordable housing. By designing an entirely new woodframe structure within the old walls and blending new stucco and brick into the existing walls, the project architect, Bruner Cott & Associates, Inc., succeeded in recreating the form and appearance of the original mill.



▼ New townhouses in Villa Victoria, Phase II under construction

In Millville, new housing was built on former town land near the town center, and adjacent to a series of one- to six-family houses. This building was designed to resemble a large farmhouse with attendant outbuildings in order to complement the surrounding locale.

Together, the two projects form Uxbridge Millville Regional Housing. As development consultant, GBCD has assisted in all phases: in initial selection of sites, successful application for almost \$4,800,000 of mortgage financing and \$628,128 per year of rental subsidy through the U.S. Department of Housing and Urban Development (HUD) Section 202 (direct mortgage financing) and Section 8 (rental subsidy) programs, respectively; and in design, construction, and occupancy.

GBCD is proud of its ability to create a modest-sized elderly housing resource in the center of Millville by combining it in one mortgage with the larger structure in Uxbridge and by effectively handling the complexities of coordinating two local approval processes and two distinct sets of design and construction and management tasks within one project.

Today, GBCD, as management agent for Uxbridge Millville, continues to work with UHA, as owner, to fulfill the housing goals of these two adjacent towns.

Tenants Council, IBA was formed in 1967 in response to a Boston Redevelopment Authority plan calling for extensive demolition in the rundown Parcel 19 area which could have displaced many local residents.

Today, that same area is a thriving 679-unit community known as Villa Victoria. As development consultant on Villa Victoria, GBCD has worked closely with IBA for 14 years to help define and structure the many aspects of IBA's community redevelopment program to ensure that the end product satisfies diverse local needs. GBCD also created a special financial structure for each of the five phases of housing, so that the community could get the results it wanted given the specific mix of state, federal and private financial resources available at the time each phase was built.

For each phase of Villa Victoria, GBCD worked with IBA to find a contractor who could work within budget and cope with each design. Designs ranged from a high-rise building for elderly and handicapped persons, to renovation of deteriorated 19th century brick rowhouses, to construction of a new mid-rise building for small families and new townhouses for large families. Viviendas II, the final phase, combined the renovation of eight existing rowhouses into 31 apartments with the construction of 159 new town-



▼ Viviendas La Victoria II today. These South End townhouses provide 190 units of housing for lower income families. Development Team: Inquilinos Boricuas en Acción (IBA), sponsor; Victoria Associates, owner; GBCD, development consultant; John Sherratt Associates, Inc., architect; Parkam Construction Company, Inc., general contractor; FIC, Developers, Inc. (an affiliate of IBA), management agent

### **Working Overtime for an Important Victory: Viviendas La Victoria II**

The development process for Uxbridge Millville was challenging, complex and lengthy, and proceeded with a minimum of complication. On the other hand, Viviendas La Victoria II, located in Boston's South End, faced numerous obstacles during its four-year development history.

Viviendas II is the fifth in a series of housing developments completed by Inquilinos Boricuas en Acción (IBA). IBA, a nonprofit, principally Hispanic community development corporation, is devoted to the physical, economic and social revitalization of an area in Boston's South End once known as Parcel 19. Originally called Emergency





houses and 8,100 square feet of commercial space for community businesses.

The first of many challenges arose during Vivendas II's planning phase. Opposition to the project was raised by an organization representative of the gentrification process occurring in Boston's South End. Its members, many of whom were new residents of the area, opposed construction of more subsidized housing. Ironically, many of the families for whom the disputed housing was intended had lived in the neighborhood for over 10 years.

A court challenge ensued. In April 1980, two years after opposition first sur-

facted, the Federal District Court handed down a decision favorable to Vivendas II.

Shortly thereafter, GBCD staff learned that the planned financing program, the Tandem Program of the Federal National Mortgage Association, had run out of funds. Since that program provided 40-year mortgage financing at a fixed 7 1/2% interest rate in a volatile market with much higher market rates, its unavailability was a major blow.

A special HUD allowance paved the way for a solution. GBCD succeeded in structuring an extraordinarily complex financing arrangement which not only enabled Vivendas II to close on schedule, but generated

## A PUBLIC-PRIVATE INITIATIVE TO REVITALIZE BOSTON'S NEIGHBORHOODS

Financial institutions, government agencies, private businesses and neighborhood organizations have joined forces in Boston to combat housing deterioration and abandonment. Through one organization—The Boston Housing Partnership, Inc. (BHP)—the public and private sectors are working together to salvage declining and vacant housing throughout the city, converting it to decent dwelling units which are affordable to low and moderate income households.

The BHP's formation was spearheaded in early 1983 by William S. Edgerly, Chairman and President of State Street Bank and Trust Company in Boston. Incorporated as a charitable, nonprofit entity, BHP's board of directors is composed of leaders of the major Boston banks and insurance companies, city and state agencies, and community-based organizations, including GBCD's executive director.

The BHP first sought GBCD's assistance in early 1983. At that time, GBCD sketched out the parameters of what was then a 500-unit demonstration program—types of buildings to be included, sources of debt and equity financing, and the kinds of housing sponsors who would be able and willing to participate.

GBCD then went out into the field: gauging the level of interest among potential neighborhood housing sponsors and working with a number of them to locate buildings in various states of disrepair, identify building owners, and contact architects and contractors.

A Request for Proposals (RFP) was issued in August 1983. During the following three months, GBCD worked intensively with all qualified potential community sponsors to help assemble competitive housing packages. GBCD also continued to solidify demonstration program financing and to negotiate control of properties owned or foreclosed upon by the City of Boston.

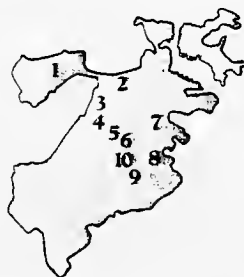
The response to the RFP exceeded all expectations: 15 community housing sponsors proposed a total of 1,120 units for rehabilitation. Seeking the greatest possible participa-

tion, the BHP Board of Directors expanded the demonstration program, and in December 1983, selected 12 of the 15 applicants. Two groups subsequently withdrew; the remaining 10 nonprofit housing sponsors are now moving toward construction with their housing packages.

Each of the ten projects involves multifamily rehabilitation. Located in ten different neighborhoods, they range in scale from one building to 14 structures, and from 20 units to 101. The majority of the properties are masonry while some are wood triple deckers and six-family buildings. Several are severely deteriorated, but most are occupied but in fair to poor condition. Almost all of the 706 housing units being rehabilitated have rental subsidy commitments from state or federal programs, making them affordable to low and moderate income households.

In addition to continuing to provide development services to six of the 10 housing sponsors, GBCD is under contract to the BHP to continue property coordination with city agencies and to finalize the complex financing arrangements it has structured.

The demonstration program is being funded by a combination of grants, City of Boston funds, mortgage financing through several agencies, equity financing involving a number of investors, and gap financing up against the equity installments that are being paid over time from banks, agencies, and foundations. In all, 34 different sources of financing are being tapped. Though the mechanics of this initiative are complex, the effectiveness of combining in one entity the critical actors—and through that entity the necessary resources—is clear. It is hoped that this unique combination can stimulate increased housing revitalization for lower income Bostonians, and serve as a model for future programs.



Name of Community Group	Number of Units
1 Allston-Brighton Community Development Corporation	20
2 Fenway Community Development Corporation	20
3 Mission Hill Neighborhood Housing Services, Inc.	74
4 Urban Edge of Greater Boston, Inc.	88
5 Roxbury-North Dorchester Neighborhood Revitalization Corporation	96
6 Quincy-Geneva Housing Corporation/Roxbury Multi-Service Center	101
7 Dorchester Bay Economic Development Corporation	58
8 Fields Corner Community Development Corporation	76
9 Codman Square Housing Development Corporation	80
10 Lena Park Community Development Corporation	93
<b>TOTAL</b>	<b>706</b>



Project Name	GBCD Client Organization	Number and Type of Dwellings	Date Occupied	Mortgage and Equity Financing	Funding Agency and Program
1. SECD Demonstration	South End Community Development, Inc. (GBCD's predecessor organization), Boston	93 Family/Rehab	1969-70	\$ 1,246,000	For 83 units: HUD §221(d)(3) mortgage financing; §23 leased housing and §101 rent supplement. For 10 units: HUD §312 mortgage financing; §23 leased housing
2. Additional SECD Development					
3. South End Tenants Houses I	Tenants' Development Corporation, Boston	100 Family/Rehab	1972	1,643,300	HUD §236 mortgage insurance and interest subsidy; §23 leased housing, §101 rent supplement, §8 rental assistance; MHFA construction financing
4. ETC Rehab I	Inquilinos Boricuas en Accion, Boston	71 Family/Rehab	1972	1,563,400	HUD §236 mortgage insurance and interest subsidy; initially §23 leased housing & rent supplement, now §8 rental assistance
5. Torre Unidad	Inquilinos Boricuas en Accion, Boston	201 Elderly/New Construction	1974	4,694,890	HUD turnkey public housing; MHFA construction financing
6. South End Tenants Houses II	Tenants' Development Corporation, Boston	185 Family/Rehab	1975	4,563,859	HUD §236 mortgage insurance and interest subsidy; §23 leased housing, §101 rent supplement, §8 rental assistance
7. Central Grammar Apartments	Gloucester Development Team, Inc., Gloucester	80 Elderly/Rehab	1975	2,302,000	MHFA mortgage financing; §13A mortgage interest subsidy; Chapter 707 leased housing
8. St. Stephen's Tower Apts.	St. Stephen's Housing Corporation, Lynn	130 Elderly/New	1976	4,311,613	HUD §236 mortgage insurance and interest subsidy; §101 rent supplement, MHFA mortgage financing; §8 rental assistance
9. Viviendas La Victoria I	Inquilinos Boricuas en Accion, Boston	181 Family/New	1976	6,630,800	HUD §236 mortgage insurance and interest subsidy; initially §23 leased housing and §101 rent supplement, now rental assistance program
10. Lincoln Woods	Lincoln Homes Corporation and Lincoln Foundation, Inc., Lincoln	125 Family/New	1976	3,986,837	MHFA mortgage financing; §13A mortgage interest subsidy; Chapter 707 leased housing
11. Casas Borinquen	Inquilinos Boricuas en Accion, Boston	36 Family/Rehab	1977	1,290,281	MHFA mortgage financing; §8 rental assistance
12. King's Lynne	King's Lynne Residents Council, Inc., Lynn	441 Family/New	1977-79	21,774,000	MHFA mortgage financing; §13A mortgage interest subsidy; Chapter 707 leased housing; Chapter 884
13. Woodbourne Housing for the Elderly	Woodbourne Association, Inc., Boston	75 Elderly/New Construction	1980	2,875,000	HUD §202 mortgage financing; §8 rental assistance





**Table 1**  
**Housing Completed with GBCD Assistance**

Project Name	GBCD Client Organization	Number and Type of Dwellings	Date Occupied	Mortgage and Equity Financing	Funding Agency and Program
14. Brook School Apartments	Weston Elderly Housing Committee, Weston	52 Elderly/ Rehab	1980	2,280,000	HUD \$8 rental assistance; Town of Weston General Obligation Bonds
15. Casa Maria Apartments	St. Mary's Housing Corporation, Boston	85 Elderly/New Construction	1980	3,662,000	HUD \$202 mortgage financing; \$8 rental assistance
16. Back of the Hill Apts.	Back of the Hill Community Development Association, Inc., Boston	125 Elderly & Handicapped/ New Construction	1981	6,090,500	HUD \$202 mortgage financing; \$8 rental assistance
17. River Howard Townhouses	Riverside/ Cambridgeport Community Corporation, Cambridge	32 Family/New Construction	1981	2,008,450	HUD turnkey public housing, MHFA construction financing
18. Restoration Housing	Roxbury Tenants of Harvard Association, Inc., Boston	81 Family/ Rehab	1982	5,927,859	HUD \$8 rental assistance; MHFA construction financing and GNMA Tandem Plan permanent financing with HUD \$221(d)(4) mortgage insurance
19. Viviendas La Victoria II	Inquilinos Boricuas en Accion, Boston	190 Family/New Construction & Rehab	1982	13,600,700	HUD \$8 rental assistance; \$11(b) construction and permanent financing with HUD \$221(d)(4) mortgage insurance
20. Madison Park Phase IV	Lower Roxbury Development Corporation, Inc., Boston	156 Family/New Construction	1983	10,461,750	HUD \$8 rental assistance; \$11(b) construction and permanent financing with HUD \$221(d)(4) mortgage insurance
21. Dimock-Bragdon Apartments	Urban Edge of Greater Boston, Inc., Boston	54 Family/ Rehab	1983	4,303,600	HUD \$8 rental assistance; MHFA construction and permanent financing with HUD \$221(d)(4) mortgage insurance
22. Plantation Apartments	Stow Elderly Housing Corp., Stow	50 Elderly & Handicapped/ New Construction	1983	2,705,600	HUD \$202 mortgage financing; \$8 rental assistance
23. Uxbridge/ Millville Regional Housing	Uxbridge Housing Associates, Inc., Uxbridge	80 Elderly & Handicapped/ New Construction and Rehab	1983	4,759,100	HUD \$202 mortgage financing; \$8 rental assistance
24. Merrimack Valley Apartments	Community Teamwork Inc., Lowell	60 Elderly & Handicapped/ New Construction	1983	3,041,000	HUD \$202 mortgage financing; \$8 rental assistance
25. RTH Community Housing	RTH Community Housing Cooperative Corporation	67 Family/ Rehab	1983	2,769,800	Shawmut Bank mortgage
<b>TOTAL</b>		<b>2,750</b>		<b>\$118,492,339</b>	





over the construction period an additional \$700,000 to fund further improvements.

However, prior to closing, other obstacles arose. An Economic Development Administration (EDA) commitment of grant money to finish the commercial space was no longer available, due to a freeze by the Reagan Administration. It took two years to negotiate release of those funds and enable those improvements to be made.

GBCD staff also resolved the problem of development costs exceeding the amount of available mortgage financing. To cover this gap, a series of loans was secured before the project closed in anticipation of future syndication proceeds. Since closing, these loans have been paid back out of syndication proceeds and other project funds.

Construction cost overruns posed another problem. GBCD staff moved quickly to establish a line of credit for the project with State Street Bank and Trust Company in Boston, secured by future syndication proceeds. Draws on this line of credit enabled all construction debts to be paid on time and these loans have also been paid back in full.

Viviendas II was not the first complicated project to challenge GBCD staff, nor the only project to encounter unanticipated delays. It does, however, exemplify GBCD's ability to work with a variety of players over a number of years to turn a client's housing plan into a housing reality, even in the face of complex obstacles.

### Current Development Line-Up and Future Prospects

As with Uxbridge Millville Regional Housing and Viviendas La Victoria II, GBCD's current development workload is as diverse as any in its 20-year history. Today, over 1,200 units representing over \$65 million in mortgage and equity financing are under way. Table 2 on page 11 outlines GBCD's current development work.

This is an especially exciting time for GBCD because of its work with the Boston Housing Partnership. (Please see inset box on page 7.) The Partnership, a public-

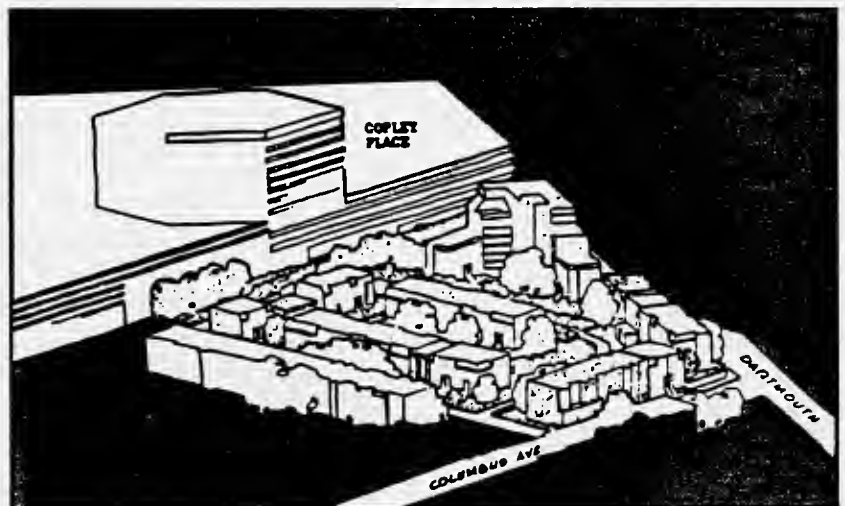
private consortium, has undertaken with GBCD's assistance a program to rehabilitate over 700 units of family housing in Boston's less affluent residential neighborhoods.

GBCD is also actively engaged in assisting a group in Boston's South End to achieve a 16-year-old development goal. Tent City Corporation, which is composed of residents and neighbors of a blighted three-acre parcel adjacent to Copley Place, has sought to restore that site to productive use as housing. The group's major objective is to provide replacement housing to fill the gaps left by market rate and urban renewal activities in this highly desirable location. Today, 16 years after efforts were first begun to meet this objective, GBCD and Tent City staff are finalizing details of an agreement to create 300 new housing units affordable to low- and moderate-income South End residents. This project, which will also include approximately 600 underground parking spaces, will be, when completed, GBCD's largest single project.

Having doubled its housing development staff since 1980, GBCD intends to continue assisting community housing sponsors in a variety of locations to develop well-designed, well-maintained housing that meets the needs of the lower income households these groups are working to serve.

◀ Construction under way at Mill Pond Apartments in Littleton, Mass., which will provide 50 units of elderly and handicapped housing: 42 conventional one-bedroom apartments and an 8-bedroom group residence for mentally handicapped persons. Development Team: Emerson Hospital, sponsor; GBCD, development consultant and co-sponsor; CARD, Inc., owner; Use Wilhelm Associates, Inc., architect; HOMAR, Inc., general contractor; Littleton Housing Authority, management agent.

▼ The Tent City site in Boston's South End.





**Table 2**  
**Housing Under Way with GBCD Assistance**

Project Name	GBCD Client Organization	Number and Type of Dwellings	Est. Mortgage and Equity Financing	Funding Agency & Program
1. Neptune Road Replacement Housing	Massachusetts Port Authority and Neptune Road Community	37 20 1- & 2-family owner-occupied houses	\$ 1,529,000	East Boston Savings Bank and Massport
2. Mill Pond Apartments	CARD, Inc., Concord	50 Elderly & Handi-capped/New Construction	2,464,000	HUD §202/8
3. Cheriton Grove Apartments	American Arabic Benevolent Association, West Roxbury	60 Elderly & Handi-capped/New Construction	2,908,500	HUD §202/8
4. Hubbardston House Apartments	Rural Housing Improvement, Inc., Winchendon	36 Elderly & Handi-capped/New Construction	1,636,400	HUD §202/8
5.- Boston Housing Partnership, Inc.	<p>The following are the six client groups GBCD is assisting through the Boston Housing Partnership, Inc. in Boston:</p> <ul style="list-style-type: none"> <li>Dorchester Bay Economic Development Corporation</li> <li>Fields Corner Community Development Corporation</li> <li>Lena Park Community Development Corporation</li> <li>Mission Hill Neighborhood Housing Services, Inc.</li> <li>Quincy-Geneva Housing Corporation/Roxbury Multi-Service Center</li> <li>Urban Edge of Greater Boston, Inc.</li> </ul>			
		58 Family/ Rehabilitation	2,600,000	MHFA, FNMA, \$8, \$707
		76 Family/ Rehabilitation	3,250,000	MHFA, FNMA, SHARP, \$8, \$707
		93 Family/ Rehabilitation	3,800,000	MHFA, FNMA, SHARP, \$8, \$707
		74 Family/ Rehabilitation	2,400,000	MHFA, FNMA, SHARP, \$8, \$707
		101 Family/ Rehabilitation	3,895,000	MHFA, FNMA, SHARP, \$8, \$707
		88 Family/ Rehabilitation	4,025,000	MHFA, FNMA, \$8, \$707
11. Tent City	Tent City Corporation, Boston	300 Family/New Construction	25,000,000	MHFA, SHARP, \$707 (uncommitted)
12. Rockdale House	Rural Housing Improvement, Inc., Winchendon	40 Elderly & Handi-capped/New Construction	2,160,000	HUD §202/8
13. Jefferson Avenue School Apartments	Brightwood Development Corporation, Springfield	44 Elderly & Handi-capped/New Construction and Rehabilitation	2,376,000	HUD §202/8
14. Curtis House	Milton Residences for the Elderly, Milton	60 Elderly & Handi-capped/New Construction	3,240,000	HUD §202/8
15. New Hope Housing	Nueva Esperanza, So. Holyoke	99 Family/New Construction and Rehabilitation	4,100,000	UDAG, SHARP, \$707 (uncommitted)
Total		1,216	\$65,383,900	



## FINANCE



◀ *RTH Community Housing in Boston's Brigham Circle area, which is controlled by a resident cooperative, is one of 18 syndicated by GBCD Development Team: Roxbury Tenants of Harvard Association, Inc., sponsor; RTH Community Housing Limited Partnership, owner; GBCD, development consultant and management agent*

The corporation's success in helping to revitalize neighborhoods is due in large part to its experience and expertise in financial packaging. GBCD has a proven track record which demonstrates its ability to plan, structure, and arrange mortgage, equity and subsidy financing.

GBCD has made use of a number of mortgage financing sources in carrying out its development work. It has done two of the three tax-exempt note and bond issues in Boston using the HUD Section 11(b) Program, with total financing of over \$35 million. It has used state housing finance agency construction and permanent mortgage financing on a series of developments. And it has used conventional bank financing as well as GNMA and FNMA financing programs on a variety of HUD-insured developments, and more recently, without that insurance. In all, over \$118 million in mortgage financing has been utilized by clients, through GBCD's efforts.

Perhaps the most unique of GBCD's services has been its pioneering work in real estate syndication for nonprofit sponsors. Syndication—the formation of a limited partnership to acquire, own and operate a property, and the selling of limited partnership interests therein to individual investors—has enabled nonprofit housing sponsors to take advantage of the substantial tax subsidies available through the federal tax code for individual investors who own housing, especially government-assisted housing. The equity financing resulting from this ownership technique has become an increasingly

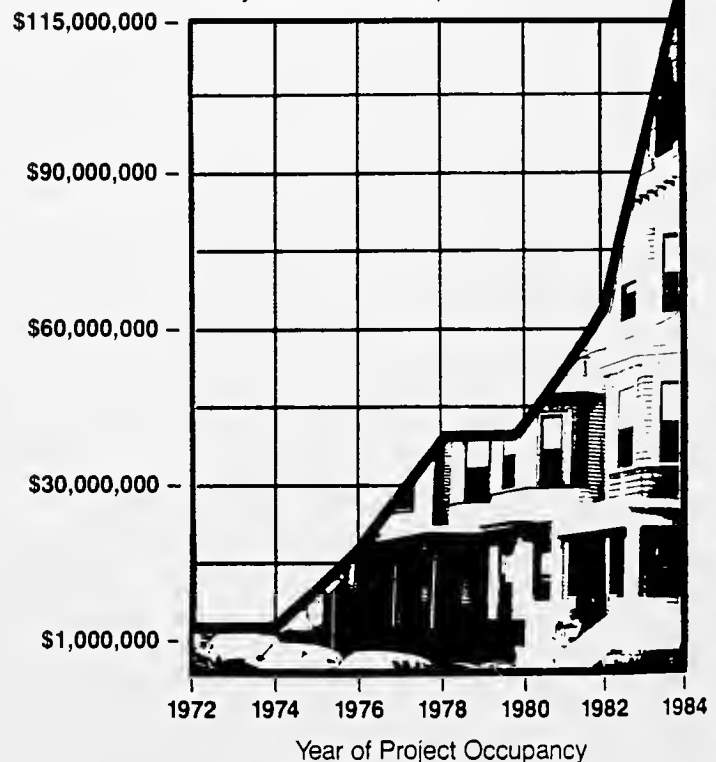
important element with passage of the Economic Recovery Tax Act of 1981 and cutbacks in housing subsidy funds.

GBCD has structured limited partnerships so as to maximize the financial benefits to the sponsor and the development while protecting the sponsor's tax-exempt status and control over the development. This is an extraordinarily complex task requiring in-depth knowledge of tax, partnership and exempt organization law and of the equity financing marketplace.

Since 1971, GBCD has organized 18 limited partnerships to which investors have contributed over \$25 million. In exchange, the investors have received the right to share in the economic and tax benefits generated

▶ *Between 1972 and 1984, GBCD has increasingly used syndication to enable a number of otherwise infeasible projects to go forward, as demonstrated in the accompanying graph. Total mortgage and equity financing for these developments today total \$115,393,662*

Cumulative Mortgage and Equity Financing on Syndicated Developments







## A Seed Money Resource For Nonprofit Developers

When community-based sponsors working with GBCD are awaiting mortgage and equity financing, they often need funds for front-end development costs such as architectural design, soils analysis and site option payments. Recognizing that an inability to pay for these specialized activities could stymie the efforts of neighborhood groups, GBCD—with the help of a generous grant of \$146,500 from Charlesbank Homes, a Boston charitable corporation—established the Greater Boston Community Development Charitable Trust in 1972.

The Trust is a revolving loan pool which supplies seed money to underwrite development expenses incurred prior to the availability of mortgage or equity financing. Since 1972, GBCD has made seed money loans totaling \$764,220. These loans, in turn, have helped to generate another \$1,365,883 in seed money loans from other sources, project mortgages of \$61,445,849, and equity financing of \$8,385,680. Thus, Charlesbank Homes' initial grant of \$146,500 has leveraged investments worth 486 times that amount.

All of the Charitable Trust loans which have become due to date have been repaid; this timely repayment has enabled maximum turnover of funds and the use of this unique seed money resource by a variety of nonprofit sponsors.

by real estate developments sponsored by the corporation's nonprofit clients. Currently, GBCD is actively involved in arranging equity financing for the Boston Housing Partnership demonstration program, which represents \$10 million in equity financing. An additional \$20 million of equity financing, for developments under way or for resyndication of existing developments, is currently being planned. The corporation looks forward to continuing to provide this service to those nonprofit organizations which can benefit from it.

Syndication can provide a project with crucial funding. However, a development often needs such funding during its construction period, and payments from investors are usually received over a number of years. Therefore, GBCD also arranges "gap" loans, which are secured by equity capital installment payments to be received in the future. The use of this "gap" financing enables those equity funds to be utilized in meeting construction and development costs. Letters of credit backed by those investor payments have also been arranged where necessary to meet the owner's financial obligations or to assure repayment of a "gap" loan.

GBCD can also assist in structuring financial arrangements for projects owned or controlled by residents' cooperative corporations. It developed the financial and legal structure for the first of a handful of cooperative developments financed by MHFA—Lincoln Woods, a mixed-income cooperative in suburban Lincoln, Mass. And at RTH Community Housing in Boston, GBCD helped Roxbury Tenants of Harvard Association, Inc. to rehabilitate 67 units of housing by combining the involvement of a resident cooperative corporation with the additional financing available through syndication.

Further, the corporation has consistently been successful in helping community sponsors obtain tax-exempt status from the IRS and in using the nonprofit entity as

owner where appropriate. This has particularly applied to the HUD Section 202 direct loan program, which is restricted to nonprofit owners. Here, the corporation has also assisted in finding ways for those owning entities to meet that program's equity requirements.

Structuring and arranging complex combinations of debt, equity, subsidy, grant and gap financing has been one of the most challenging of GBCD's services in the financing of housing and economic development projects. The most complex of these structurings has been the corporation's work for the Boston Housing Partnership, as described on page 7. In the current time of limited public resources for housing and economic development, the corporation's ability to structure complex financings that maximize scarce resources and effectively match them with community needs will continue to be crucial.

Because so much of its work is contingent upon the availability of adequate financial resources, the corporation is committed to the continuing expansion of its financial services for use by its clients. In the burgeoning area of credit enhancements for tax-exempt revenue bond financing, its recent work with FNMA on the Boston Housing Partnership program represents the beginning of the corporation's efforts to utilize aggressively those enhancements that can reduce financing costs for its clients. Management of the risks involved in changes in interest rates is another area of increasing importance to the viability of the corporation's development efforts. GBCD faces with other developers the challenge of more creatively managing that risk and looks forward to devising new ways to do so, whether through tailoring of subsidies, creative utilization of grant funds, market positioning or combinations of those approaches.

As its record demonstrates, GBCD is committed to finding new ways for limited public and expensive private resources to be combined and utilized for development that benefits lower income people.





## ECONOMIC DEVELOPMENT

In early 1983, GBCD initiated operations in the economic development area, offering full-time assistance to community-based sponsors of commercial, office, and industrial development. This new function is similar in form to GBCD's housing development work. A nonprofit sponsor, such as a community development corporation or a government entity, seeks GBCD's assistance in upgrading a commercial or industrial area by eliminating blight, creating jobs, business opportunities and services for local residents. GBCD works with that sponsor to scope out the project, potential users, and financing, and then proceeds through development, providing a full range of real estate development services.

GBCD's economic development assistance work has focused on projects in various stages of development.

The corporation is assisting the Fields Corner Community Development Corporation in development of the Fields Corner Municipal Building, a 24,000 square foot brick Victorian-style building in the Fields Corner area of Dorchester, Mass. This \$1.6 million project consists of the renovation of the fire-damaged building into two floors of commercial space and 11 dwelling units of finished open plan artist living/working space.

The 801 Albany Street Building is being developed by the CDC of Boston. This \$2.4 million project, which consists of the renovation of 47,000 square feet of vacant brick structures in the Crosstown Industrial Park in Boston, will provide office and research and development space.

In Cambridge, GBCD is under contract to the Cambridge Enterprise Collabora-

tive to create a business incubator facility. Any net cash flow from this facility will be used by the Cambridge Boys and Girls Club to help pay for the acquisition and renovation of a Boys and Girls Club building.

In these and various other undertakings, GBCD has worked to address the issues that distinguish community-based economic development. Buildings chosen by community-based groups are often vacant, fire-damaged, costly to develop, and are often located in areas where demand is low. Therefore, alternative financing sources are often needed to package projects that could not otherwise be developed.

The first step required is to assess project costs and potential rents in the area and to identify the gap between conventional debt that can be serviced by net rental income and costs that are normally paid from mortgage financing. Next, GBCD works with the sponsor, local officials and other appropriate agencies to seek to bridge that gap by securing a combination of grant funds and no- or low-interest loan funds. Once those resources are identified, arranging conventional debt in the limited amount feasible is undertaken. Once all these sources have been secured—with design development, construction, marketing and management planning and budgeting proceeding in increasing detail as financing is being arranged—a project should be ready to proceed.

However, delays are often caused by another major obstacle facing neighborhood sponsors of commercial development: the requirement of lenders and others that major portions of a development be leased many months prior to the funding of construction. GBCD has worked extensively to solve this problem by building reserves into project cash flows and getting the support of other than conventional lenders to proceed without leasing as long as ultimate marketability can be reasonably assured. In so doing, GBCD works to package projects that can proceed into construction and both meet the needs of its nonprofit clients and make good economic sense to the lenders on whom these projects depend.



◀ Artist's rendering of the Fields Corner Municipal Building in Dorchester, Mass., when completed. After rehabilitation, the 20,000 SF Municipal Building will provide commercial space, restaurant and office space, and 11 artist dwelling units. Development team: Fields Corner Community Development Corporation, sponsor and owner; GBCD, development consultant.

▲ The fire-damaged Fields Corner Municipal Building prior to rehabilitation.



▲ 801 Albany Street (formerly known as the Baltimore Brush Building) will be renovated to provide 42,000 square feet of office and research and development space. Development team: Community Development Corporation of Boston, sponsor and owner; GBCD, development consultant.



# PROPERTY MANAGEMENT

**A**s a development's construction is nearing completion, an entirely new challenge is only beginning—that of turning the new and vacant housing into "home." When a sponsor requests that GBCD manage a property, the corporation and the sponsor plan for management while development and construction are still in progress. This detailed preparation results in housing which responds to residents' needs and enables them to settle in quickly and comfortably.

## An Expanding Portfolio

The success of GBCD's property management operation is evidenced by its growth: at 1,180 units, it has grown to over 10 times its original size. (Please see Table 3 on page 18 for a complete list of properties managed by GBCD.)

GBCD provides property management services in two main areas:

1. As a full service management agent with complete day-to-day operating responsibility for a property, including:
  - marketing and resident selection
  - on-site administrative and maintenance services
  - social services
  - financial management
2. As a property management consultant, advising community-based owners of government-assisted housing on alternative ways to strengthen their own management operations



► *Central Grammar Apartments in Gloucester, Mass., an 1889 school building adaptively renovated to provide 80 apartments for adults 55 years of age or older. Development Team: Gloucester Development Team, Inc., sponsor; Gloucester Development Team & Associates, owner (GBCD), development consultant and management agent; Anderson Notter Associates, Inc., architect; Gloucester Construction Company, Inc., general contractor.*

◄ *Younger residents of Restoration Housing and RTH Community Housing enjoy a pot lot operated by Roxbury Tenants of Harvard Association, Inc.*

► *Back of the Hill Apartments in Jamaica Plain, Mass., provides affordable housing for a family with handicapped family members. A three-bedroom specially adapted apartment fulfills this family's special needs.*

▼ *Residents of Plantation Apartments in Stow enjoy a summer-time barbecue.*



## GBCD Full Service Management

### The Mechanics of Human Service

Putting together a building's population involves two crucial processes: marketing and resident selection. For each project, GBCD designs marketing and resident selection procedures which reach out to people with the greatest need, and balance neighborhood housing goals, state and federal affirmative marketing requirements and the objectives of the sponsoring organization.

A major test of GBCD's marketing and resident selection procedures occurred at Back of the Hill Apartments in Jamaica Plain, Mass. In addition to housing elderly and handicapped persons, the building serves a special segment of the city's handicapped population: lower income families who have one or more handicapped members. Designed with an unusually large number of three-bedroom units for the handicapped, Back of the Hill is a rare resource for this otherwise underserved constituency.





► A resident of Crown Point Apartments takes his best shot at a weekly pool tournament held at the Uxbridge, Mass. elderly handicapped development

▼ A Dimock-Bragdon resident tending her garden. Twelve small plots beautify this urban development

▼ Dimock-Bragdon Apartments in Jamaica Plain, Mass. are renovated three- and four-story buildings which provide 54 units of housing for lower income families. Development team Urban Edge of Greater Boston, Inc., sponsor; Dimock-Bragdon Limited Partnership, owner; GBCD, development consultant and management agent; Stull & Lee, Inc., architect; John B. Cruz Construction Company, Inc., general contractor



Given the large number of such units at Back of the Hill, and the unique complexity of the larger family units, GBCD began tenant outreach plans for this building a full year before expected occupancy. Together with the sponsor, Back of the Hill Community Development Association, Inc., GBCD worked intensively with area social service agencies, such as the Boston Center for Independent Living, to locate lower income families in need of wheelchair-accessible units, and to assist all handicapped residents in adjusting to their new and unique living environment.

Today, Back of the Hill provides 125 units of affordable housing to its elderly and handicapped population. Six of those units are meeting the special needs of families with one or more handicapped members.

#### **On-Site Teams That Communicate**

Crossing the threshold into a new home is an exciting and uncertain experience. GBCD senior property management staff hire experienced on-site teams long before the date of occupancy, to ensure a smooth transition for incoming residents. Each team, composed of an on-site manager and superintendent, creates a friendly, secure atmosphere that enhances harmony among residents and leads to a happy living environment.

The on-site manager assumes overall administrative responsibility for the property. The manager continually communicates with residents, through personal contact and through the newsletter. This monthly publication, written and produced on site,

announces activities sponsored by neighborhood organizations and includes articles about residents and in-house events organized through the combined efforts of tenants and GBCD staff.

The property superintendent is responsible for the building's physical maintenance and upkeep. Daily inspections of mechanical systems, common areas and grounds to check that equipment is in good working order insure that the superintendent, as well as the manager, comes into personal contact with residents.

#### **When Shelter Becomes a Supportive Environment**

Social services play a vital role in each GBCD-managed development. The on-site staff works closely with tenants in the form of tenants' associations, and these groups sponsor a number of recreational activities.

Arts and crafts classes, weekly bingo, day trips, special holiday parties, and crafts fairs are regularly scheduled events at most GBCD developments housing those over the age of 62.

A baseball cap sale at Uxbridge Millville Regional Housing earned the tenants' association enough money to buy a pool table. Faced with the problem of where to locate the new purchase, GBCD's on-site manager converted an unused basement storage area into a "pool hall," which is the site of a weekly tournament with another elderly development.

In recent years, gardens have flourished at several locations. At St. Stephen's, a resident-run greenhouse supplies seed-





lings for the buildings outdoor gardens. At Dimock-Bragdon Apartments in Roxbury, Mass., residents expressed interest in cultivating what little green space was available. GBCD Management purchased gardening supplies and soon, 12 small gardens graced the space between the sidewalk and brick.

Each on-site manager also works closely with nearby social service agencies to bring programs such as hot lunch, Meals-on-Wheels, homemakers and Visiting Nurses into the building.

#### **Cost-Effective Owner Services**

GBCD provides a full range of financial management services to property owners, including budget preparation, monthly financial reports comparing budget to actual results, and cash management to maximize benefits of surplus cash. GBCD also fulfills reporting requirements of various regulatory authorities and agencies, such as HUD and MHFA, and coordinates annual audits of project books by independent accountants. The corporation also handles the filing of local, state, and federal tax returns for each property managed.

#### **GBCD as Property Management Consultant**

GBCD's commitment to well-run, well-maintained housing also extends to properties managed by other organizations. Acting as a property management consultant, GBCD is available to nonprofit housing managers who wish to strengthen their overall operations or need a new perspective on a particular problem, and to public agencies seeking management assistance with troubled properties.

#### **A Lasting Commitment**

Among those who have sought GBCD's advice on improving their management operations are former development clients of the corporation.

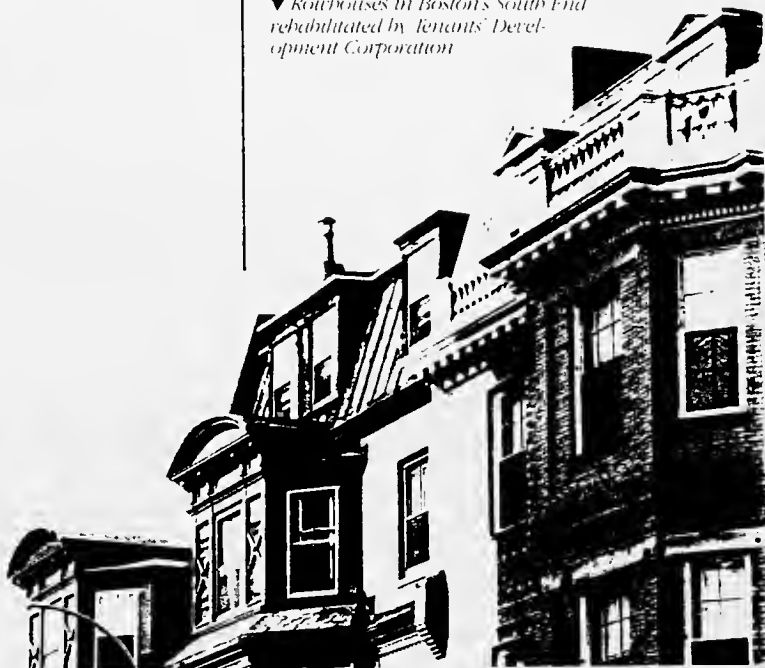
One such group is Tenants' Development Corporation (TDC). TDC was the first community-based group to hire GBCD as a housing development consultant in 1969.

The initial effort—South End Tenants Houses I—created 100 units of low-income family housing; a second development phase produced another 185 units of affordable family housing.

Those early rehabilitation projects were only the beginning of a working relationship that has endured over many years. TDC subsequently retained GBCD to help establish the group's nonprofit management corporation. Several years later, GBCD helped TDC obtain additional rental subsidies to cover rising operating costs.

In 1984, GBCD's commitment to TDC and its housing continues. TDC recently selected GBCD to assist in the group's efforts to further enhance its management capacity. Working again with TDC provides a renewed opportunity to help to insure the future success of South End Tenants Houses. GBCD is committed to preserving those properties as decent and affordable housing for low-income families, as it is on each development it helps to create, for many years to come.

▼ Rowhouses in Boston's South End rehabilitated by Tenants' Development Corporation





**Table 3**  
**Housing Managed by GBCD**

Project Name	Funding Agency and Program	Number of Units
<b>1. SECD Housing Trust</b> Renovated townhouses in Boston's South End	HUD assisted family housing, Section 8 rental assistance	83
<b>2. GBCD Housing</b> Renovated townhouses in Boston's South End	HUD assisted family housing, leased housing subsidies through Boston Housing Authority	10
<b>3. St. Stephen's Tower Apartments</b> A new 10-story building in Lynn	MHFA assisted elderly and handicapped housing, Section 236 mortgage insurance and interest subsidy, with rent supplement and Section 8 rental assistance	130
<b>4. Central Grammar Apartments</b> An adaptive reuse of a former school in Gloucester	MHFA assisted elderly and handicapped housing, Section 13A mortgage interest subsidy, with Chapter 707 and Section 8 rental assistance	80
<b>5. Project III—Worcester Street Associates</b> Renovated townhouses in Boston's South End	MHFA assisted family housing, Section 8 rental assistance	31
<b>6. Woodbourne Apartments</b> A cluster of three new buildings in Jamaica Plain, Boston	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	75
<b>7. Casa Maria Apartments</b> A new building in Boston's North End	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	85
<b>8. Back of the Hill Apartments</b> A new building with both elevator and garden apartments on the south side of Mission Hill in Boston	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	125
<b>9. Restoration Housing</b> Seventeen renovated woodframe buildings in Boston	HUD assisted family housing, Section 8 rental assistance	81
<b>10. Olympia Square Apartments</b> A renovated five-story brick building located in downtown Lynn	HUD assisted elderly and handicapped housing, Section 11(b) mortgage revenue bond financing with Section 8 rental assistance	44
<b>11. Dimock-Bragdon Apartments</b> Renovated three-story brick buildings located in Jamaica Plain	HUD assisted family housing, MHFA mortgage financing with Section 8 rental assistance	54
<b>12. Plantation Apartments</b> A cluster of six new two-story wood-frame clapboard buildings around a central courtyard in Stow	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	50
<b>13. Uxbridge/Millville Regional Housing</b> An historic rehab of a famous cotton mill in Uxbridge; 62 units in the mill rehab; 18 units in a two-story wood-frame clapboard building in nearby Millville	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	80
<b>14. Merrimack Valley Apartments</b> A cluster of six new two-story woodframe clapboard buildings in Methuen	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	60
<b>15. RTH Community Housing</b> Renovated two- and three-family woodframe buildings in Boston	Cooperatively controlled mixed-income family housing	67
<b>Total</b>		<b>1,180</b>





## GBCD's CLIENTS



▲ *St. Stephen's Tower Apartments is a 10-story elderly development in Lynn, Mass. Development team: St. Stephen's Housing Corporation, sponsor; St. Stephen's Housing Associates, Inc., owner; GBCD, development consultant and management agent; Stull Associates, Inc., architect; Barkan Construction Company, Inc., general contractor.*

The corporation's clients are usually nonprofit organizations with a strong local base and a track record of neighborhood involvement. Clients have included community development corporations, neighborhood organizations, tenant committees, civic associations, church-related groups, and housing committees established by city or town governments. GBCD also assists public agencies such as housing authorities, municipal planning departments, and recently, it has worked with new public-private consortia dedicated to housing improvement.

GBCD tailors its services to meet the individual needs of each group. Some organizations ask GBCD to provide a full range of services to help them throughout the complex housing development process. GBCD

“GBCD's biggest contribution was in financial and overall agency packaging... putting a financial package together creatively and seeing it through.”

has functioned, in effect, as development staff for such sponsors of housing as Back of the Hill Community Development Association, Inc. in Boston, Uxbridge Housing Associates, Inc. in Uxbridge, and Stow Elderly Housing Corp. in Stow, Massachusetts. Community sponsors with staffs of their own, such as Inquilinos Boricuas en Accion in Boston and Community Teamwork, Inc. in Lowell, hire GBCD to provide technical expertise to com-

▲ *Back of the Hill Apartments' 125 units provides a unique combination of elderly and handicapped apartments. Development Team: Back of the Hill Community Development Association, Inc., sponsor and owner; GBCD, development consultant and management agent; John Sharratt Associates, Inc., architect; Dimeo Construction Company, general contractor.*



*Jorge Hernandez, Executive Director, Inquilinos Boricuas en Accion (IBA), sponsor of Villa Victoria in Boston's South End*

“We wanted to rebuild our community and we knew what we wanted in our building. GBCD brought a track record and expertise... they showed us how to achieve our goals.”



*June Howe, president, Back of the Hill Community Development Association, Inc., sponsor and owner of Back of the Hill Apartments in Jamaica Plain, Mass.*

plement their own capacities in the planning, financing, and construction of housing. In some cases, the corporation's role is limited to a specific task whose scope is defined jointly with the client.

GBCD's clients are major contributors to the success of the nonprofit development sector in Massachusetts. The growing strength of this sector is demonstrated by the fact that all the organizations which GBCD has helped to develop housing have either completed their projects or have construction currently under way. All of these organizations are in business today. All of their developments are current in their mortgage obligations. And all offer high quality housing resources.

However, it is beyond the dimensions of housing development, construction and management that the efforts of GBCD's clients are most significant. In many instances, these organizations consist of representatives from the very neighborhoods they are trying to serve. Their drive, energy and commitment represent a unique form of “sweat equity” that contributes in a major way to revitalizing their communities. In other cases, broader-based civic and church sponsors reflect a commitment to others that translates into extensive tenant involvement in ownership and management after occupancy. These approaches create housing and other facilities with residents who have a major stake and say in the development's long-term viability—a healthy involvement that helps assure long-term success.



*GBCD assisted IBA on all phases of Villa Victoria. Pictured is *Viviendas La Victoria II*.*



# CORPORATE ORGANIZATION

A charitable, nonprofit corporation organized under Chapter 501(c)(3) of the Internal Revenue Code, GBCD was originally incorporated in Massachusetts in 1964 as South End Community Development, Inc. (SECD). In 1970 the corporation was reorganized as Greater Boston Community Development, Inc. to assist community sponsors in a broader geographical area.

GBCD's staff and day-to-day operations are supervised by its executive director. The executive director, in turn, is responsible to the corporation's Board of Directors.

The Board, which is composed of representatives of Boston's real estate, legal, academic and financial communities, meets five times per year, including the annual meeting in the late fall. Directors oversee general corporate policy and approve future directions, and, on an individual basis, are of assistance to staff on specific projects in which the corporation is engaged. (Please see page 24 for a list of GBCD's Board of Directors.)

Throughout its life, the corporation's work has been financed through a combination of property management fees, housing development fees, and grants from charitable foundations.

When the corporation acts as property manager, it and the owner negotiate a contract that describes the range of management services to be provided and establishes a fee structure. Charges for services to properties that GBCD does not manage are individually negotiated with housing owners.

To date, GBCD's property management and owner services have paid for themselves. As income and efficiency increase in these operations, GBCD will, consistent with its corporate purpose, translate those increases into a greater depth of services for the residents of the housing it manages.

Fees and grants are both used to finance GBCD's development work, though in recent years more than 90% of GBCD's operating revenues have been obtained from contract fees. GBCD negotiates fees for its services with each housing sponsor, and is usually paid through reimbursement for its staff and overhead costs when the housing is built.

## Sources of Major Grants for Development Work

Bird Companies Charitable Foundation  
Cabot Family Charitable Trust  
Charlesbank Homes  
Committee of the Permanent Charity Fund  
Godfrey M. Hyams Trust  
Lawrence Model Lodging House Trust  
Local Initiatives Support Corporation  
The Blanchard Foundation  
The Ford Foundation  
The Polaroid Foundation  
The Riley Foundation

Major grants for development work have come from charitable foundations (see box). Invaluable to GBCD's establishment and early work, these organizations continue in the 1980s to serve as resources for the corporation. Grant funding was critical to the start-up of GBCD's economic development operation. Similarly, the western Massachusetts office is seeking grant support until it becomes substantially self sustaining.

GBCD's sources of support—the combination of fees for services and foundation assistance—have enabled the corporation to achieve its objectives: to ensure that neighborhoods are improved for the benefit of people with limited incomes and with the effective involvement of local development corporations working on their behalf.



▲GBCD's original office at 67 Tremont Street, a rooming house in Boston's South End. Today, the corporation continues to operate the rooming house, which houses lower income individuals. The office is used by GBCD's property management department to serve the South End properties.





# THE FUTURE

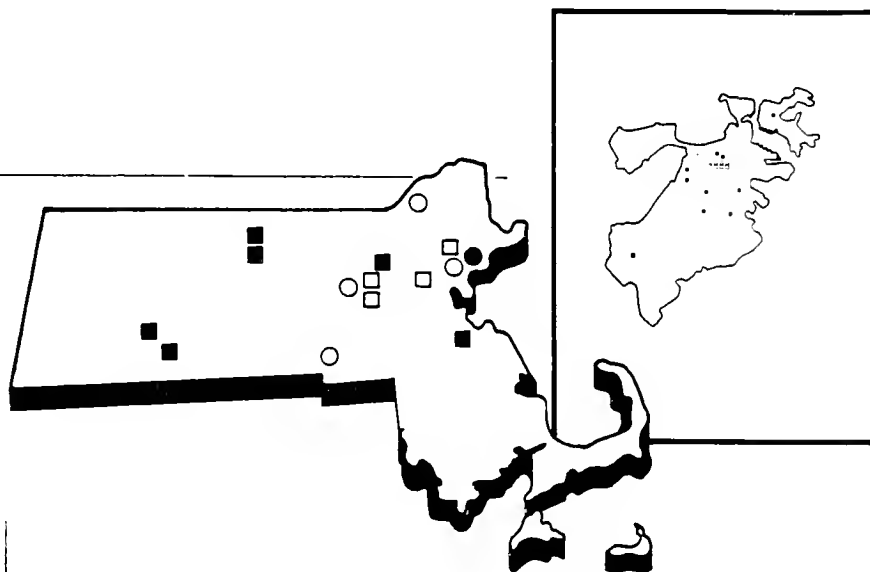
In its 20 years of operations, GBCD has accomplished much of what it set out to do in 1964. The corporation has assisted in the development of over 2,700 units of housing for low and moderate income people. It is managing 15 well-maintained developments serving more than 1,000 households. And it is meeting its commitment to neighborhood improvement in new ways, having initiated an economic development assistance capability.

Over the next few years, GBCD plans to devote a significant amount of time to the complex development work already in progress, including its work with the Boston Housing Partnership and with Tent City Corporation.

On the economic development front, techniques learned in the first year of project development will lead to more efficient packaging of commercial community-based real estate transactions and a stronger partnership with conventional and public lenders.

The nonprofit development sector is now operating in an environment where deep federal subsidy alternatives are lacking, an environment in need of new resources. GBCD intends to continue recent fruitful work with Boston financial institutions and concerned City and State officials to make sure these resources are created.

In the next two to three years, the corporation hopes to replicate the process begun with the Boston Housing Partnership. As part of that effort, GBCD looks forward to continuing its productive work with the City of Boston in finding ways to save deteriorated housing and to build new housing where innovative opportunities exist. Recent program initiatives by Massachusetts Housing Finance Agency and Executive Office of Communities and Development offer important options for upgrading housing throughout Massachusetts.



Increased requests for assistance from the western part of the state indicate that community-based sponsors in a number of areas can benefit from GBCD's range of expertise. Having established effective working relationships with a number of state agencies, GBCD anticipates being able to tailor available programs to meet these different neighborhoods' needs. With the opening of an office in Springfield, Massachusetts, the corporation looks forward to assisting nonprofit, locally based developers throughout the state.

In the area of property management, the next few years will be a period of expansion in response to growing requests for the corporation's services as a managing agent. The management staff will also continue to help community-based housing owners to improve their own management operations.

As always, GBCD will provide shorter term development consulting services, and limited consulting services may also be provided to established groups in major cities outside of Massachusetts.

For GBCD, tomorrow's agenda is based on a commitment that was made two decades ago: to promote neighborhood improvement for the benefit of lower income people. Today, as never before, GBCD is meeting that commitment—combining its expertise as a technical resource with the drive and determination of its community-based clients—to create housing and commercial facilities serving people in need.

▲ Location of GBCD projects across Massachusetts and within Boston

- Housing Developed with GBCD Assistance
- Housing Managed by GBCD
- Housing Developed with GBCD Assistance and Managed by GBCD
- Housing Under Way with GBCD Assistance



# GBCD STAFF

Patrick E. Clancy, Executive Director

## Development

Louise J. Elving  
*Director of Program Development*  
Peter R. Munkenberg  
*Director of Development*  
Kevin P. Whalen  
*Director of Equity Financing*  
Alan S. Zimlicki  
*Director of Economic Development*  
F. Austin Miller  
*Director of Western Mass. Operations*  
James L. Buechl  
*Legal Counsel*  
Pamela Goodman  
*Senior Development Specialist*  
Joshua C. Posner  
*Senior Development Specialist*  
Nancy E. Phillips  
*Design Development Coordinator*  
Lawrence J. Braman  
*Housing Development Specialist*  
Rodger L. Brown, Jr.  
*Housing Development Specialist*  
Lisa B. Alberghini  
*Housing Development Specialist*  
John E. Gorman  
*Project Manager*

## Corporate Financial

Stephen Kyner  
*Controller*  
Gail P. Graziano  
*Bookkeeper*  
Velma Crook  
*Assistant Bookkeeper*  
Arlene Tuohey  
*Assistant Bookkeeper*

## Administrative

Karen J. DeForest  
*Office Manager*  
Joan M. Kenney  
*Word Processor*  
Ana Lonzo  
*Secretary*





#### **In Memoriam**

Bea Karavannes, who, for almost 20 years, ran GBCD's rooming house in the South End, passed away in February 1984. She is dearly missed.



#### **Property Management**

Patricia L. Beene, CPM  
*Director of Property Management*  
Myra E. Bennett  
*Assistant Director of Property Management*  
Charles A. Hoag, Jr.  
*Area Director*

#### **On-Site Staff**

##### **Back of the Hill Apartments**

Carrie Phillips  
*On-Site Manager*  
John Gaudette  
*Property Superintendent*  
Ernesto Gonzalez  
*Maintenance Assistant*

##### **Casa Maria Apartments**

Joyce Spadaro  
*On-Site Manager*  
Michael Gilmore  
*Property Superintendent*  
Ronald Guest  
*Maintenance Assistant*

##### **Central Grammar Apartments**

Rachael Cipriani  
*On-Site Manager*  
Joseph Poirier  
*Property Superintendent*

##### **Dimock-Dragdon Apartments**

Rosa Matos  
*On-Site Manager*  
Gregory Wilson  
*Property Superintendent*

##### **Merrimack Valley Apartments**

Christine Metzmaekers  
*On-Site Manager*  
Ronald Mushow  
*Property Superintendent*

##### **Olympia Square Apartments**

Helena McLennan  
*On-Site Manager*  
John McNally  
*Property Superintendent*

##### **Plantation Apartments**

Ellen Cataldo  
*On-Site Manager*  
Richard Lavargna  
*Property Superintendent*

##### **Restoration Housing and RTH Community Housing**

Steffi Sommer  
*On-Site Manager*  
David Gonzalez  
*Property Superintendent*  
Larry Curtis  
*Maintenance Assistant*

##### **St. Stephen's Tower Apartments**

Frances Rigol  
*On-Site Manager*  
Vernon Laro  
*Property Superintendent*  
Roland Soderberg  
*Maintenance Assistant*

##### **SECD Housing Trust, GBCD Housing, and Project III— Worcester Street Associates**

Wendy D. Wheeler  
*On-Site Manager*  
William Adler  
*Director of Maintenance*  
John T. Jones  
*Superintendent*  
Edward Gibbs  
*Senior Maintenance*  
James Gaul  
*Maintenance Assistant*  
F. Pancho Walker  
*Custodian*

##### **Uxbridge Millville Apartments**

Mary Ryan  
*On-Site Manager*  
Robert Rousseau  
*Property Superintendent*  
Raymond Boisvert  
*Maintenance Assistant*

##### **Woodbourne Apartments**

Agnes Conley  
*On-Site Manager*  
Herbert Cox  
*Property Superintendent*  
William Reardon  
*Maintenance Assistant*  
Lydia Cox  
*Security*



# GBCD BOARD OF DIRECTORS

---

## OFFICERS

Stephen H. Anthony, President  
F. Douglas Cochrane, Vice President  
William G. Coughlin, Treasurer  
Christopher L. Noble, Clerk

## DIRECTORS

Oliver F. Ames  
*Fiduciary Trust Company*

Stephen H. Anthony  
*Executive Vice President, Copley Real Estate Advisors*

John F. Bok, Esq.  
*Csaplár and Bok*

Phillip L. Clay  
*Professor, Massachusetts Institute of Technology*

F. Douglas Cochrane, Esq.  
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Hon. Sandra M. Graham  
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Cambridge City Councillor*

Sandra C. Howell  
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Jonathan M. Keyes  
*Senior Vice President, Boston  
Financial Technology Group, Inc.*

Christopher L. Noble, Esq.  
*Hill and Barlow*

Alex Rodriguez  
*Commissioner, Massachusetts  
Commission Against Discrimination*

Edwin N. Sidman  
*President, The Beacon Companies*

Charles H. Spaulding  
*Director, MIT Center for Real Estate Development*





# MAJOR PARTICIPANTS IN GBCD PROJECTS

---

## ARCHITECTS AND PLANNERS

Anderson Notter Feingold, Inc.  
Bruner/Cott & Associates, Inc.  
Carr, Lynch Associates  
Day and Ertman, Architects  
Donham & Sweeney, Architects  
Lowe Associates, Inc., Architects  
Claude Miquelle Associates, Inc.  
Mintz Associates Architects/Planners, Inc.  
Sert, Jackson and Associates, Inc.  
John Sharratt Associates, Inc. Architecture and Planning  
Stull and Lee Architects and Planners  
Chia-Ming Sze Architect, Inc.  
Tise Wilhelm & Associates, Inc.

## ATTORNEYS

Brown, Rudnick, Freed & Gesmer  
Csaplar & Bok  
Gaston Snow & Ely Bartlett  
Hale and Dorr  
Hill & Barlow  
Hutchins & Wheeler  
Palmer and Dodge  
Rackemann, Sawyer & Brewster  
Ropes and Gray

## CERTIFIED PUBLIC ACCOUNTANTS

Arthur Andersen & Co.  
Joseph B. Cohan & Associates  
Coopers & Lybrand  
Laventhol & Horwath  
Alfred W. Siegrist & Company  
Touche Ross & Company  
Saul L. Ziner & Company

## FINANCIAL INSTITUTIONS

Bank of Boston  
Bank of New England  
East Boston Savings Bank  
Federal National Mortgage Association  
Freedom Federal Savings & Loan Association  
Massachusetts Community Development Finance Corporation  
Massachusetts Housing Finance Agency  
Shawmut Bank of Boston, N.A.  
State Street Bank and Trust Company  
United States Trust Company  
U.S. Department of Housing and Urban Development

## GENERAL CONTRACTORS

Barkan Construction Company, Inc.  
Joseph E. Bennett Co., Inc.  
C.W.C. Builders, Inc.  
CBI-Oxford Development Corp.  
Clemente Construction Company  
Corcoran Construction Company  
John B. Cruz Construction Company, Inc.  
Dimeo Construction Company  
R.C. Foss & Son, Inc.  
R.W. Granger & Sons, Inc.  
HOMAR, Inc.  
JBL Construction  
James O. McFarland, Inc.  
Peabody Construction Company, Inc.  
Sydney Construction Company, Inc.  
Westgate Construction Corporation

## INVESTMENT GROUPS

Moseley Associates  
Security Pacific, Inc.  
Sonnenblick-Goldman Corp.  
Summit Corporation  
The March Company  
U.S. Boston Capital Corporation

**Design:** Jenkins Associates, Medford, Mass.

**Editorial:** Karen Janowitz DeForest

**Cover and chapter heading illustration:** Twinny Jenkins, Salem, Mass.

**Original cover photograph; original chapter heading photograph, page 12:** Paul Gobeil

**Original chapter heading photograph, pages 4 and 20:** Adina Sabghir

**Original chapter heading photograph, page 15:** Phokion Karas

### **Photography:**

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**Printing:** Artco Offset, Inc., Boston, Mass.



# Housing Substantially Completed with GBCD Assistance

## continued

<u>Project Name</u>	<u>GBCD Client Organization</u>	<u>Number and Type of Dwellings</u>	<u>Date Occupied</u>	<u>Mortgage and Equity Financing</u>	<u>Funding Agency and Program</u>
13. Woodbourne Housing for the Elderly	Woodbourne Association, Inc., Boston	75 Elderly/New Construction	1980	2,875,000	HUD §202 mortgage financing; §8 rental assistance
14. Brook School Apartments	Weston Elderly Housing Committee, Weston	52 Elderly/Rehab	1980	2,280,000	HUD §8 rental assistance; Town of Weston General Obligation Bonds
15. Casa Maria Apartments	St. Mary's Housing Corporation, Boston	85 Elderly/New Construction	1980	1,662,000	HUD §202 mortgage financing; §8 rental assistance
16. Back of the Hill Apts.	Back of the Hill Community Development Association, Inc., Boston	125 Elderly & Handicapped/New Construction	1981	6,091,000	HUD §202 mortgage financing; §8 rental assistance
17. River Howard Townhouses	Riverside/Cambridgeport Community Corporation, Cambridge	32 Family/New Construction	1981	2,008,000	HUD turnkey public housing, MHFA construction financing
18. Restoration Housing	Roxbury Tenants of Harvard Association, Inc., Boston	81 Family/Rehab	1982	5,928,000	HUD §8 rental assistance; MHFA construction financing and GAMA Tandem Plan permanent financing with HUD §221(d)(4) mortgage insurance
19. Viviendas La Victoria II	Inquilinos Boricuas en Accion, Boston	190 Family/New Construction & Rehab	1982	13,601,000	HUD §8 rental assistance; §11(b) construction and permanent financing with HUD §221(d)(4) mortgage insurance
20. Madison Park Phase IV	Lower Roxbury Development Corporation, Inc., Boston	156 Family/New Construction	1983	10,462,000	HUD §8 rental assistance; §11(b) construction and permanent financing with HUD §221(d)(4) mortgage insurance
21. Dimock-Bragdon Apartments	Urban Edge of Greater Boston, Inc. Boston	54 Family/Rehab	1983	4,304,000	HUD §8 rental assistance; MHFA construction and permanent financing with HUD §221(d)(4) mortgage insurance
22. Plantation Apartments	Stow Elderly Housing Corp., Stow	50 Elderly & Handicapped/New Construction	1983	2,706,000	HUD §202 mortgage financing; §8 rental assistance
23. Uxbridge/Millville Regional Housing	Uxbridge Housing Associates, Inc., Uxbridge	80 Elderly & Handicapped/New Construction & Rehab	1983	4,759,000	HUD §202 mortgage financing; §8 rental assistance
24. Merrimack Valley Apartments	Community Teamwork Inc., Lowell	60 Elderly & Handicapped/New Construction	1983	3,041,000	HUD §202 mortgage financing; §8 rental assistance



# Housing Substantially Completed with GBCD Assistance

<u>Project Name</u>	<u>GBCD Client Organization</u>	<u>Number and Type of Dwellings</u>	<u>Date Occupied</u>	<u>Mortgage and Equity Financing</u>	<u>Funding Agency and Program</u>
1. SECD Demonstration	South End Community Development, Inc.	93 Family/Rehab	1969-70	\$ 1,246,000	For 83 units: HUD \$221 \$221(d)(3) mortgage financing; \$23 leased housing and \$101 rent supplement.
2. Additional SECD Development	(GBCD's predecessor organization), Boston				For 10 units: HUD \$312 mortgage financing; \$23 leased housing
3. South End Tenants Houses I	Tenants' Development Corporation, Boston	100 Family/Rehab	1972	1,643,000	HUD \$236 mortgage insurance and interest subsidy; \$23 leased housing, \$101 rent supplement, \$8 rental assistance; MHFA construction financing
4. ETC Rehab I	Inquilinos Boricuas en Accion, Boston	71 Family/Rehab	1972	1,563,000	HUD \$236 mortgage insurance and interest subsidy; initially \$23 leased housing and rent supplement, now \$8 rental assistance
5. Torre Unidad	Inquilinos Boricuas en Accion, Boston	201 Elderly/New Construction	1974	4,695,000	HUD turnkey public housing; MHFA construction financing
6. South End Tenants Houses II	Tenants' Development Corporation, Boston	185 Family/Rehab	1975	4,564,000	HUD \$236 mortgage insurance and interest subsidy; \$23 leased housing, \$101 rent supplement, \$8 rental assistance
7. Central Grammar Apartments	Gloucester Development Team, Inc., Gloucester	80 Elderly/Rehab	1975	2,302,000	MHFA mortgage financing \$13A mortgage interest subsidy; Chapter 707 leased housing
8. St. Stephen's Tower Apartments	St. Stephen's Housing Corporation, Lynn	130 Elderly/New Construction	1976	4,312,000	HUD \$236 mortgage insurance and interest subsidy; \$101 rent supplement, MHFA mortgage financing; \$8 rental assistance
9. Viviendas La Victoria I	Inquilinos Boricuas en Accion, Boston	181 Family/New Construction	1976	6,631,000	HUD \$236 mortgage insurance; initially \$23 leased housing and \$101 rent supplement, now rental assistance program
10. Lincoln Woods	Lincoln Homes Corporation and Lincoln Foundation, Inc., Lincoln	125 Family/New Construction	1976	3,981,000	MHFA mortgage financing; \$13A mortgage interest subsidy; Chapter 707 leased housing
11. Casas Borinquen	Inquilinos Boricuas en Accion, Boston	36 Family/Rehab	1977	1,290,000	MHFA mortgage financing; \$8 rental assistance
12. King's Lynne	King's Lynne Residents Council, Inc., Lynn	441 Family/New Construction	1977-79	21,774,000	MHFA mortgage financing; \$13A mortgage interest subsidy; Chapter 707 leased housing; Chapter 884



# Housing Substantially Completed with GBCD Assistance

## continued

Project Name	GBCD Client Organization	Number and Type of Dwellings	Date Occupied	Mortgage and Equity Financing	Funding Agency and Program
25. RTH Community Housing	RTH Community Housing Cooperative Corporation, Boston	67 Family/Rehab	1983	2,770,000	Shawmut Bank mortgage
26. Mill Pond Apartments	CARD, Inc., Concord	50 Elderly & Handicapped/ New Construction	1985	2,464,000	HUD §202 mortgage financing; §8 rental assistance
27. Neptune Road Replacement Housing	Mass. Port Authority & Neptune Road Community	29 Units in 16 1- & 2-Family Owner-Occupied Houses	1986	1,529,000	E. Boston Savings Bank & Massport
28. Hubbardston House	Rural Housing Improvement, Inc., Winchendon	36 Elderly & Handicapped/ New Construction	1986	1,693,000	HUD §202 mortgage financing; §8 rental assistance
29. Cheriton Grove Apartments	American Arabic Benevolent Association, West Roxbury	60 Elderly & Handicapped/ New Construction	1986	3,313,000	HUD §202 mortgage financing; §8 rental assistance
30. - Boston Housing Partnership/ 15. Demonstration Program	Fields Corner Community Development Corporation, Dorchester	76 Family/Rehab	1986	3,250,000	MHFA; FNMA; SHARP; §8; §707
	Mission Hill Neighborhood Housing Services, Boston	74 Family/Rehab	1986	3,378,000	MHFA; FNMA; SHARP; §8; §707
	Dorchester Bay Economic Development Corporation, Dorchester	58 Family/Rehab	1986	2,500,000	MHFA; FNMA; SHARP; §8; §707
	Lena Park Community Development Corporation, Dorchester	93 Family/Rehab	1986-87	4,400,000	MHFA; FNMA; SHARP; §8; §707
	Quincy-Geneva Housing Corporation/Roxbury Multi-Service Center	101 Family/Rehab	1986-87	4,495,000	MHFA; FNMA; SHARP; §8; §707
	Urban Edge Housing Corporation, Jamaica Plain	80 Family/Rehab	1987	4,025,000	MHFA; FNMA; SHARP; §8; §707
36. Back of the Hill Condominiums	Back of the Hill Community Development Association, Inc.	18 Family/New Construction	1986	1,200,000	The Boston Five; MHFA; City of Boston Manufactured Housing Grant
37. Franklin Apartments	GBCD Subsidiary	38 Family/New Construction & Rehab	1986	3,837,000	MHFA; SHARP; Town of Lexington Deferred Purchase Loan
38. Rockdale House	Rural Housing Improvement, Inc., Winchendon	40 Elderly & Handicapped/ New Construction	1987	2,160,000	HUD §202 mortgage financing; §8 rental assistance
39. Aurora Hotel	GBCD Subsidiary	85 Single Person Household/ Rehabilitation	1987	3,700,000	MHFA; SHARP; Chapter 707; Rental Rehabilitation; Weatherization
40. New Hope Housing	Nueva Esperanza, So. Holyoke	12 Family/Rehabilitation	1987	1,294,000	Mass. Government Land Bank; Chapter 707; Community Savings Bank, Holyoke; Private Construction Financing
41. Tent City/Leighton Park	Tent City Corporation, Boston	271 Family/New Construction	1988	33,334,000	MHFA; SHARP; Neighborhood Development Fund; Chapter 707; United States Trust Company; Shawmut Bank
TOTAL		3,891		\$195,060,000	





# Housing under Development with GBCD Assistance

Project Name	GBCD Client Organization	Number and Type of Dwellings	Projected Occupancy Date	Estimated Mortgage and Equity Financing	Funding Source and Program
1. Curtis House	Milton Residences for the Elderly, Milton	60 Elderly & Handicapped/New Construction	March 1988	\$ 3,240,000	HUD §202 mortgage financing; §8 rental assistance
2. Townsend Park House	Rural Housing Improvement, Inc., Winchendon	50 Elderly & Handicapped/New Construction	May 1988	2,845,000	HUD §202 mortgage financing; §8 rental assistance
3. Heritage Common Apartments	Immigrant City Community Housing Corporation, Lawrence	175 Family/New Construction	September 1988	12,739,000	MHFA; SHARP; CDAG
4. West Fenway Apartments	Fenway Community Development Corporation, Boston	52 Elderly & Handicapped Family Units/New Construction	August 1988	4,000,000	HUD §202 mortgage financing; §8 rental assistance
5. Kilmarnock Street Apartments	Fenway Community Development Corporation, Boston	55 Family/New Construction	August 1988	6,000,000	EOCD/BHA §705; MHP Homeownership Opportunity Program, Private Construction Financing
6.-10. Boston Housing Partnership/Granite Properties Program	<ul style="list-style-type: none"> <li>Dorchester Bay Economic Development Corporation, Dorchester</li> <li>Fields Corner Community Development Corporation, Dorchester</li> <li>Lena Park Community Development Corporation, Dorchester</li> <li>Quincy-Geneva Housing Corporation, Dorchester</li> <li>Urban Edge Housing Corporation, Roxbury</li> </ul>	<ul style="list-style-type: none"> <li>135 Family/Rehabilitation</li> <li>66 Family/Rehabilitation</li> <li>143 Family/Rehabilitation</li> <li>94 Family/Rehabilitation</li> <li>65 Family/Rehabilitation</li> </ul>	<ul style="list-style-type: none"> <li>January-June 1989</li> <li>January-June 1989</li> <li>January-June 1989</li> <li>January-June 1989</li> <li>January-June 1989</li> </ul>	<ul style="list-style-type: none"> <li>4,070,000</li> <li>4,795,000</li> <li>9,100,000</li> <li>8,400,000</li> <li>4,800,000</li> </ul>	<ul style="list-style-type: none"> <li>MHFA; HUD §221(d)(4) co-insurance; HUD §8</li> <li>MHFA; HUD §221(d)(4) co-insurance; HUD §8</li> <li>MHFA; HUD §221(d)(4) co-insurance; HUD §8</li> <li>MHFA; HUD §221(d)(4) co-insurance; HUD §8</li> <li>MHFA; HUD §221(d)(4) co-insurance; HUD §8</li> </ul>
11. New Bedford 202	GBCD Subsidiary	75 Elderly & Handicapped/New Construction	Spring 1989	4,300,000	HUD §202 mortgage financing; §8 rental assistance
12. Southampton Housing for the Elderly	Housing Allowance Project, Inc., Springfield	40 Elderly & Handicapped/New Construction	September 1988	2,200,000	HUD §202 mortgage financing; §8 rental assistance
13. Webster Meadows	Rural Housing Improvement, Inc., Winchendon	70 Elderly & Handicapped/New Construction	September 1988	3,700,000	HUD §202 mortgage financing; §8 rental assistance
14. East Berkeley Condominiums	Tenants' Development Corporation, Boston	35 Family/Rehabilitation	November 1988	4,500,000	Private mortgage; EOCD HOP; BHA
15. VBC Apartments	Veterans Benefits Clearinghouse, Inc., Roxbury	30 Family/Rehabilitation	March 1989	2,900,000	HUD §8; 221(d)(4); MHFA SHARP
16. Brooks School Apartments	Brooks Development Associates, Roxbury	57 Family/New Construction & Rehabilitation	September 1989	8,130,000	MHFA SHARP; City of Boston Neighborhood Housing Trust
17. Pilot Grove Hill	Stow Community Housing Corporation, Stow	60 Family/New Construction	November 1989	5,600,000	MHFA SHARP
18. Roxbury Corners	UDC/BBC/UNLR Joint Venture, Boston	45 Family/Rehabilitation	January 1990	6,900,000	MHFA SHARP; City of Boston



# Housing under Development with GBCD Assistance continued

<u>Project Name</u>	<u>GBCD Client Organization</u>	<u>Number and Type of Dwellings</u>	<u>Projected Occupancy Date</u>	<u>Estimated Mortgage and Equity Financing</u>	<u>Funding Source and Program</u>
19. Langham Court	Four Corners Development Corporation, Boston	84 Family/New Construction	January 1990	11,000,000	MHFA SHARP; EOOD HOP; \$8 rental assistance
20. South City Housing	Nueva Esperanza, So. Holyoke	57 Family/New Construction & Rehabilitation	February 1990	6,700,000	MHFA SHARP; HoDAG; Chapter 707 Mod. Rehab.
21. Presidential Apartments	Brightwood Development Corporation, Springfield	67 Family/Rehabilitation	February 1990	6,800,000	MHFA SHARP; \$8 Mod. Rehab.; City of Springfield Urban Renewal
22. Oakland Ridge	New Housing Ventures, Inc., Worcester	120 Family/New Construction	March 1990	12,200,000	MHFA SHARP
23. Mill Brook Apartments	Greater Boston Community Development Inc., Boston	66 Family/Rehabilitation	July 1990	6,400,000	MHFA SHARP
24. Oxford Gardens	Peoples Redevelopment Corporation, Providence, RI	50 Family/New Construction	December 1988	4,200,000	RIHMFPC mortgage financing and Targetted Loan; City of Providence CDBG
25. Omni Point	Omni Development Corporation, Providence, RI	51 Family/New Construction	December 1988	4,513,000	RIHMFPC mortgage financing and Targetted Loan; City of Providence CDBG
26. 50 Washington Square	Washington Square Associates, Newport, RI	108 Single Person Household/Rehabilitation	January 1989	5,800,000	RIHMFPC mortgage financing and Targetted Loan; City of Newport CDBG; \$8 rental assistance
TOTAL		1,910		\$143,632,000	



# Housing in Construction with GBCD Assistance

<u>Project Name</u>	<u>GBCD Client Organization</u>	<u>Number and Type of Dwellings</u>	<u>Projected Occupancy Date</u>	<u>Estimated Mortgage and Equity Financing</u>	<u>Funding Source and Program</u>
1. TDC III Apartments	Tenants' Development Corporation, Boston	59 Family/New Construction and Rehabilitation	Sept. 1988	\$ 6,124,000	MHFA; SHARP; Neighborhood Development Fund
2. Belle Street Apartments	Brightwood Development Corporation, Springfield	47 Family/Rehabilitation	July 1988	3,287,000	MHFA; SHARP; Rental Rehab; UDAG
3. Indian Motorcycle Building	Upper State Street Community Development Corporation, Springfield	139 Family/Rehabilitation	June 1988	10,799,000	MHFA; UDAG; City of Springfield Purchase Money Note
4. Jefferson Avenue School Apartments	Brightwood Development Corporation, Springfield	44 Elderly & Handicapped/New Construction and Rehabilitation	July 1988	2,442,000	HUD \$202 mortgage financing; 98 rental assistance
5. South Holyoke Housing	Nueva Esperanza, So. Holyoke	47 Family/Rehabilitation	July 1988	3,116,000	MHFA; SHARP; \$707
6. Orchard View Apartments	Orchard View Housing for the Elderly, Inc., Springfield	40 Elderly/New Construction	July 1988	2,358,000	HUD \$202 mortgage financing; 98 rental assistance
7. Toursaine Hotel	People Acting in Community Endeavors, New Bedford	25 Single Person Household/Rehabilitation	August 1988	1,025,000	MHFA; SHARP; MHP
<b>TOTAL</b>		<b>401</b>		<b>\$29,151,000</b>	



# Partnerships Syndicated by GBCD

<u>Name of Partnership</u>	<u>Date Housing Occupied</u>	<u>Mortgage and Equity Financing</u>	<u>Equity Only</u>
1. ETC & Associates	1972	\$ 1,563,400	\$ 250,000
2. TDC & Associates	1975	4,563,859	702,459
3. Gloucester Development Team & Associates	1975	2,302,000	500,000
4. St. Stephen's Housing Associates	1976	4,311,613	510,000
5. Viviendas Associates	1976	6,630,800	1,020,000
6. Borinquen Associates	1977	1,290,281	206,011
7. RHC & Associates	1982	5,927,859	1,400,000
8. Victoria Associates	1982	13,600,700	2,439,605
9. Madison Park IV Associates	1983	10,461,750	2,217,250
10. Dimock-Bragdon Limited Partnership	1983	4,303,600	1,250,000
11. RTH Community Housing Limited Partnership	1983	2,769,800	899,800
12. Massachusetts Moderate Rehabilitation Project: Villa Borinquen Limited Partnership Perry Street Limited Partnership Self Help Limited Partnership Bohio Limited Partnership Norfolk Terrace Limited Partnership	1984	4,294,000	1,085,000
13. BHP Investors Limited Partnership	1985-86	31,600,000	10,755,500
14. One Arcadia Place Limited Partnership	1985	2,356,035	675,000
15. GBCD Rehabilitation Fund Dwight Manor Associates Limited Partnership Franklin School Housing Limited Partnership New Hope Housing Associates Limited Partnership	1986	7,120,664	2,238,600
16. Boston Housing Associates Limited Partnership	Resyndication of existing developments; various occupancy dates	42,492,000	9,633,030
17. Leighton Park Limited Partnership	1988	33,334,000	10,000,000
18. Aurora Hotel Limited Partnership	1986	4,494,000	1,415,400
19. BHP II Limited Partnership	Expected to begin in June of 1989	73,439,463	16,000,000
<b>TOTAL</b>		<b>\$256,855,824</b>	<b>\$63,197,655</b>





# Properties Managed by GBCD

<u>Project Name</u>	<u>Funding Agency and Program</u>	<u>Number of Units</u>
1. SECD/GBCD ASSOCIATES LIMITED PARTNERSHIP Renovated townhouses in Boston's South End	HUD assisted family housing, Section 8 rental assistance	83
2. GBCD 111-113 ASSOCIATES LIMITED PARTNERSHIP Renovated townhouses in Boston's South End	HUD assisted family housing, leased housing subsidies through Boston Housing Authority	10
3. 677 TREMONT STREET A boarding house for single low-income households	Owned and operated by GBCD	8
4. ST. STEPHEN'S TOWER APARTMENTS A newly constructed 10-story building in Lynn, Mass.	MHFA assisted elderly and handicapped housing, Section 236 mortgage insurance and interest subsidy with rent supplement and Section 8 rental assistance	130
5. CENTRAL GRAMMAR APARTMENTS An adaptive reuse of a former school in Gloucester, Mass.	MHFA assisted elderly and handicapped housing, Section 13A mortgage interest subsidy, with Chapter 707 and Section 8 rental assistance	80
6. PROJECT III-WORCESTER STREET ASSOCIATES Renovated townhouses in Boston's South End	MHFA assisted family housing, Section 8 rental assistance	31
7. WOODBOURNE APARTMENTS A cluster of three buildings in the Jamaica Plain section of Boston	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	75
8. CASA MARIA APARTMENTS A newly constructed brick building in Boston's North End neighborhood	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	85
9. BACK OF THE HILL APARTMENTS A new building with both elevator and garden apartments on the south side of Boston's Mission Hill	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	125
10. OLYMPIA SQUARE APARTMENTS A renovated five-story brick building located in downtown Lynn, Mass.	HUD assisted elderly and handicapped housing, Section 11(b) mortgage revenue bond financing with Section 8 rental assistance	44
11. DIMOCK-BRAGDON APARTMENTS Renovated three-story brick building located in Jamaica Plain, Mass.	HUD assisted family housing, MHFA mortgage financing with Section 8 rental assistance	54
12. PLANTATION APARTMENTS A cluster of six newly constructed two-story woodframe clapboard buildings around a central courtyard in Stow, Mass.	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	50
13. UXBRIDGE/MILLVILLE REGIONAL HOUSING An historic rehab of a famous cotton mill in Uxbridge; 62 units in the mill rehab; 18 units in a two-story wood-frame clapboard building in nearby Millville	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	80
14. CLEAVES COURT Rehabilitated red brick rowhouses surrounding a courtyard in Jamaica Plain, Mass.	MHFA assisted family housing, Section 236 mortgage insurance and interest subsidy, Chapter 707 and Section 8 rental assistance	36
15. PERRY STREET APARTMENTS Moderate rehabilitation of three triple-deckers in Lowell, Mass.	Chapter 707 scattered site family housing administered through the Lowell Housing Authority	18
16. CHERITON GROVE APARTMENTS A new, six-story building located in the West Roxbury section of Boston	HUD assisted elderly and handicapped housing, Section 202 mortgage financing with Section 8 rental assistance	60



# Properties Managed by GBCD continued

<u>Project Name</u>	<u>Funding Agency and Program</u>	<u>Number of Units</u>
17. SOUTH HOLYOKE HOUSING Six four-story rehabilitated brick buildings scattered throughout South Holyoke, Mass.	MHFA and SHARP assisted mixed-income family housing with Chapter 707 rental assistance	47
18. NEW HOPE HOUSING Four four-story brick buildings scattered throughout South Holyoke, Mass.	Mass. Government Land Bank-financed low income family housing with Chapter 707 rental assistance with private construction financing	32
19. MILL POND APARTMENTS New construction of 42 conventional elderly units and an eight-bed congregate facility for developmentally disabled elderly persons in Littleton, Mass.	HUD assisted elderly and handicapped housing Section 202 mortgage financing with Section 8 rental assistance	50
20. FRANKLIN APARTMENTS Sixteen units in a renovated former school building and 22 newly constructed townhouses in Lexington, Mass.	MHFA and SHARP assisted mixed-income family housing with HUD Section 8 rental assistance and Chapter 707 certificates	36
21. BELLE STREET APARTMENTS Six rehabilitated four-story brick buildings in Springfield, Mass.	MHFA and SHARP assisted family housing with subsidies through the Rental Rehabilitation Program	47
22. SELF-HELP APARTMENTS/URBAN EDGE Three- to six-unit woodframe buildings scattered in Jamaica Plain, Mass.	MHFA assisted low income family housing, Section 8 Moderate Rehabilitation Program rental subsidies	27
23. BLUE HILL APARTMENTS/URBAN EDGE Brick rowhouses with three to six units in Jamaica Plain, Mass.	HUD assisted family housing, Section 8 rental assistance	45
24. JAMAICA PLAIN APARTMENTS/URBAN EDGE Three-story brick rowhouses located in Boston's Jamaica Plain and Dorchester neighborhoods	HUD assisted family housing, Section 8 rental assistance	103
25. MONTEBELLO ROAD/URBAN EDGE A rehabilitated former nursing home in Jamaica Plain, Mass.	A privately financed mixed-income family cooperative with rental subsidy for four units provided by the Boston Housing Authority, Section 8 existing certificates	7
26. 21-23 DIXWELL STREET/URBAN EDGE Rehabilitated three-story brick building in Jamaica Plain, Mass.	MHFA assisted housing for low income families	6
27. URBAN EDGE BOSTON HOUSING PARTNERSHIP I Three-story rehabilitated brick and woodframe buildings scattered throughout Jamaica Plain and Rosbury, Mass.	Mixed-income family housing funded under the Boston Housing Partnership, FNMMA bank and mortgage financing, Section 8 Moderate Rehabilitation, Chapter 707 and SHARP rental assistance	82
28. THE AURORA A rehabilitated former hotel in downtown Worcester, Mass.	MHFA and SHARP assisted mixed-income efficiency apartments for single-person households with Chapter 707, HUD Section 8 and Rental Rehabilitation assistance	85
29. TENT CITY/LEIGHTON PARK New construction of a 12-story midrise brick building (176 units) and 38 town houses (95 units) surrounding a central courtyard on a site adjacent to Copley Place in Boston's South End; also included in this project is neighborhood commercial space and a child care center	Mixed-income family housing funded with MHFA mortgage financing, SHARP and Chapter 707 rental assistance, and City of Boston Neighborhood Development Funds	271



# Properties Managed by GBCD continued

<u>Project Name</u>	<u>Funding Agency and Program</u>	<u>Number of Units</u>
30. 432 COLUMBIA STREET Rehabilitation of the former Hyde Shoe Building in Cambridge, Mass. into 80,000 SF of office condominiums and 35,000 SF of incubator space for start-up businesses and storage	BayBank-Harvard Trust mortgage financing with construction financing provided by Local Initiatives Support Corp. and the Office of Community Services	--
31. SOUTH CITY HOUSING Five four-story brick buildings scattered throughout So. Holyoke, Mass. that are being rehabilitated during 1989	Mixed-income family housing; SHARP and Chapter 707 Moderate Rehabilitation submitted in late 1987	57
32. REHAB SHELTERS A four-story walk-up building in So. Holyoke, Mass.	Privately financed; Chapter 707 certificates	11
TOTAL NUMBER OF HOUSING CURRENTLY MANAGED		1,877



# Upcoming Management Contracts

<u>Name of Project</u>	<u>Description</u>	<u>Number of Units or Square Footage</u>
1. JEFFERSON AVENUE SCHOOL APARTMENTS	Elderly housing in a renovated former school building plus new construction in Springfield, Mass.	44
2. INDIAN MOTOCYCLE BUILDING	A former factory renovated to provide mixed-income family housing plus commercial and retail space in Springfield, Mass.	139
3. HERITAGE COMMON APARTMENTS	Newly constructed mixed-income family housing located in Lawrence, Mass.	175
4. NEW BEDFORD 202	New construction of elderly/handicapped housing to be located in Bedford, Mass.	75
5. MASSACHUSETTS SQUARE	Retail and office space in four existing buildings near the intersection of Massachusetts and Columbus Avenues in Boston's South End	46,000 SF
6. THE TOURAINE	Rehabilitation of the former Touraine Hotel in New Bedford, Mass. into mixed-income efficiency apartments for single-person households	25
7. URBAN EDGE GRANITE PROPERTY	Rehabilitation of low-income family housing in four brick apartment buildings scattered in Jamaica Plain and Roxbury, Mass.	65
8. SOUTHAMPTON HOUSING FOR THE ELDERLY	New construction of a three-story building for elderly and handicapped residents located in Southampton, Mass.	40
9. VBC APARTMENTS	Family housing in a three-story rehabilitated brick building in Roxbury, Mass.	30
10. MILL BROOK APARTMENTS	Historic mill building converted into mixed-income family housing in Athol, Mass.	66
11. ROXBURY CORNERS	Mixed-income family housing in a newly constructed four-story brick building with underground parking in the South End of Boston	45
12. LANGHAM COURT	New construction of mixed-income family housing on a one-acre site in Boston's South End	84
13. PILOT GROVE HILL	Newly constructed mixed-income family housing on a 10-acre pasture near the center of Stow, Mass.	60
14. OAKLAND RIDGE	Newly constructed mixed-income family housing on a 15-acre site in a rural section of Worcester, Mass.	120





# Economic Development with GBCD Assistance

<u>Project Name</u>	<u>GBCD Client Organization</u>	<u>Use</u>	<u>Occupancy Date</u>	<u>Project Cost</u>	<u>Founding Source</u>
1. One Arcadia Place Boston, MA	Fields Corner CDC	24,000 S.F. 11 artist livs/work units 8,000 S.F. Commercial	January 1988	\$1,900,000	Conventional, LEND, UDAG, CDPC, LISC, NTHP
2. 801 Albany Street Boston, MA	CDC of Boston	48,000 S.F. Office Medical Laboratory	July 1988	6,500,000	Conventional, EDA, FORD Foundation, CDPC, LISC
3. 432 Columbia Street Cambridge, MA	Cambridge Enterprise Collaborative	117,000 S.F. Commercial Condominium and Incubator Space	March 1988	7,500,00	Conventional, OCS, City of Cambridge, LISC
4. Massachusetts Square Boston, MA	United South End/Lower Roxbury Development Corporation	47,000 S.F. Retail and Commercial Office	November 1988	4,900,000	Conventional; City of Boston, CDPC, OCS LISC, Mass. Land Bank
5. 80 Dudley Street Boston, MA	CDC of Boston	42,000 S.F. Commercial Office	Spring 1989	4,800,000 est.	In Development Phase
6. 95 Berkeley Street Boston, MA	GBCD	100,000 S.F. Office For Nonprofits	February 1988	14,500,000 est.	In Development Phase
Total		378,000 S.F.		\$40,100,000	



## Resumes of Development Consultant Team



Patrick E. Clancy, Executive Director of Greater Boston Community Development, Inc., has been responsible for overall administration and operations of the corporation since December 1975, following three and one-half years as Assistant Director of Development and Staff Attorney.

In these capacities, he has handled or overseen negotiations and drafting of corporate, tax, mortgage, regulatory and contractual documents necessary to accomplish assisted housing developments with mortgage financing in excess of \$250 million. Mr. Clancy has also negotiated or managed negotiations of arrangements with limited partner investors on projects where GBCD has been consultant and, in limited other instances for community sponsors, has drafted and negotiated necessary investment materials and partnership agreements. He has been responsible for equity financing of more than \$45 million on those projects.

Mr. Clancy is a member of the Massachusetts Housing Finance Agency's Multi-Family Advisory Committee and is a Director of The Boston Housing Partnership, Inc. He has been a guest lecturer on low-income housing development at the Massachusetts Institute of Technology and on federal tax aspects of low-income housing at Harvard Law School. He has spoken at conferences of the Council of State Community Affairs Agencies, the New England Law Institute, the Massachusetts Housing Partnership, the Massachusetts Association of Community Development Corporations, the National Housing Law Project and the National Trust for Historic Preservation.

A graduate of the College of the Holy Cross magna cum laude in 1968, Mr. Clancy attended Harvard Law School on a Felix Frankfurter Scholarship and received his J.D. degree cum laude in 1971. While at Harvard, he was an editor of the Harvard Civil Rights-Civil Liberties Law Review. Mr. Clancy has been a member of the Massachusetts Bar since 1971 and is also a member of the American Bar Association.



Peter R. Munkenbeck, Director of Housing Development, joined GBCD in February of 1981. He is currently responsible for the supervision of several staff who manage family and elderly housing projects at all phases in the development process. In addition, he plays a role in seeking and defining new projects, and in the development of financing and program mechanisms to foster new housing initiatives. He also participates in corporate planning and management functions.

Prior to 1983, he managed projects for elderly and family housing in all phases of development. These have included HUD Section 202 and Section 8 projects for elderly and handicapped residents as well as projects involving UDAG, private financing and HUD Section 235 single family mortgage subsidy.

His work has included site assembly, corporate structuring, financial planning and analysis, federal application preparation, architectural and construction review and oversight, and other project management functions.

Before joining GBCD, Mr. Munkenbeck worked as Project Manager and Executive Staff Coordinator at the Massachusetts Port Authority from 1977 until 1981 supervising the planning, design and early construction of a 47 acre Marine Terminal. He was also responsible for planning and contract negotiation for mixed use development on 20 acres of waterfront land in East Boston. His other duties included policy development and staff and task management for the Executive Director.

From 1974 to 1977, Mr. Munkenbeck worked for the Commonwealth of Massachusetts, first as a Program Director for federally funded juvenile justice programs, and then as Special Assistant to the State Secretary of Human Services, designing and implementing programs for employment.

Mr. Munkenbeck was graduated in 1970 from Princeton University's A.B. program in the Woodrow Wilson School of Public and International Affairs. In 1973, he earned his J.D. cum laude from Harvard Law School.

He was admitted to the Massachusetts Bar in 1973.





Swan L. Oey, R-3/R-3A Project Manager, joined the Greater Boston Community Development, Inc. staff in July of 1987. In coordinating development efforts for GBCD, he assists in establishing the development team; arranging financing; negotiating with contractors; working with the sponsor and other members of the development team on preparation of project designs, the estimation of construction costs, and the correlation of design, costs and financing; obtaining local and governmental approvals; and monitoring projects' progress during construction. Currently, Mr. Oey is responsible for a variety of projects including the development of a 50 unit elderly and handicapped housing development in Townsend, Massachusetts and a 108 unit SRO-oriented rehabilitated YMCA in Newport, Rhode Island aimed at homelessness among low-income individuals. As Project Associate, Mr. Oey assisted Project Managers on a variety of projects, including a mixed-income family housing development in the Fenway neighborhood of Boston; elderly and handicapped housing developments in the Fenway; and the conversion of a shoe factory into mixed-income family housing in Athol, Massachusetts. Mr. Oey also assisted Community Development Corporations apply for rent and mortgage increases.

Prior to coming to GBCD, Mr. Oey worked as a Financial Management Development Program Analyst for the Badger Company, an international engineering construction firm. At Badger, he was responsible for developing microcomputer models for various departments including estimating, project control and scheduling, cost engineering, corporate accounting, budgeting, general accounting, project accounting and cost accounting.

While attending school, Mr. Oey worked summers as a Research Analyst in Tokyo for Nomura Securities; as an Assistant Auditor in Indonesia for Price Waterhouse; and as an International Fund Transfer Specialist in Sweden for Skandinaviska Enskilda Banken. Also while at school, he worked as Publisher of a directory publishing company, founded a microcomputer software company and served as Business and Advertising Manager of the Sampan, a Boston Chinatown based bilingual Chinese-American newspaper.

Mr. Oey is a 1987 graduate of Harvard Business School with a Master in Business Administration from Harvard Business School. In 1982, he received a Bachelor of Applied Science, magna cum laude in Systems Engineering from the School of Engineering and Applied Science of the University of Pennsylvania and a Bachelor of Science in Economics, magna cum laude from the Wharton School of the University of Pennsylvania.



**SOMBA Minority Business Enterprise Certification**





MICHAEL S. DUKAKIS  
GOVERNOR

JOSEPH D. ALVIANI  
SECRETARY

*The Commonwealth of Massachusetts*  
*Executive Office of Economic Affairs*  
*State Office of Minority and Women Business Assistance*  
100 Cambridge Street — Room 1300  
Boston, Massachusetts 02102  
(617) 727-8672

MUKIYA BAKER-GOMEZ  
EXECUTIVE DIRECTOR

June 9, 1988

Kyu Sung woo  
Woo and Williams  
806 Massachusetts Avenue  
Cambridge, MA 02139

Dear Mr. Woo:

The State Office of Minority and Women Business Assistance (SOMWBA) is pleased to notify you that your firm was reviewed on 1/11/85 and certified as a minority owned business enterprise (MBE) under the category of Architecture. The company will be listed in the SOMWBA Directory which is published regularly and in the Massachusetts Central Register which is also published at regular intervals.

Additionally, the SOMWBA Directory is sent to other state agencies and authorities such as the Massachusetts Port Authority, Turnpike Authority, Department of Public Works, cities and towns and many other public and private organizations who seek to fulfill MBE utilization requirements.

Certification is not a fixed designation and SOMWBA reserves the right to monitor your company and to conduct periodic reviews of your company's books, contracts, company structure, facilities, job locations, and to withdraw its certification of your firm should this become necessary.

On or before your firm's certification anniversary date of (1/11/86), plan to send to us the following documents:

- (1) The latest company financial statement
- (2) The latest U.S. Corporate Tax Return or your U.S. 1040 Schedule C
- (3) An updated work history
- (4) Corporations submit Annual Certificate of Condition. Sole Proprietor and Partnerships submit a notarized statement indicating whether there has been any changes in the firm's legal structure, ownership or control.

Sincerely;

Mukiya Baker-Gomez, Executive Director  
State Office of Minority and  
Women Business Assistance



## **Summary of Recent Housing Experience**















TROWBRIDGE COURT

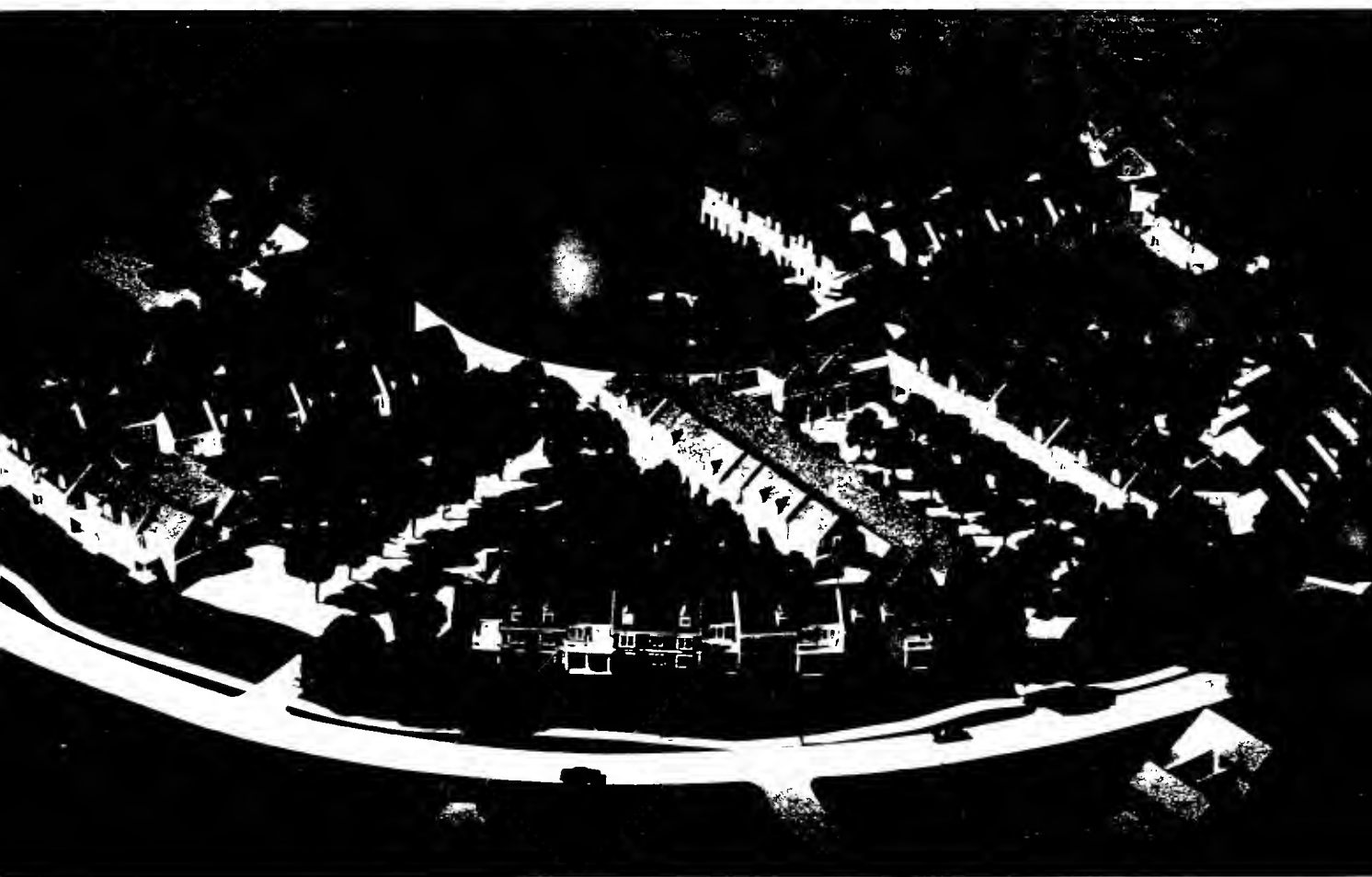
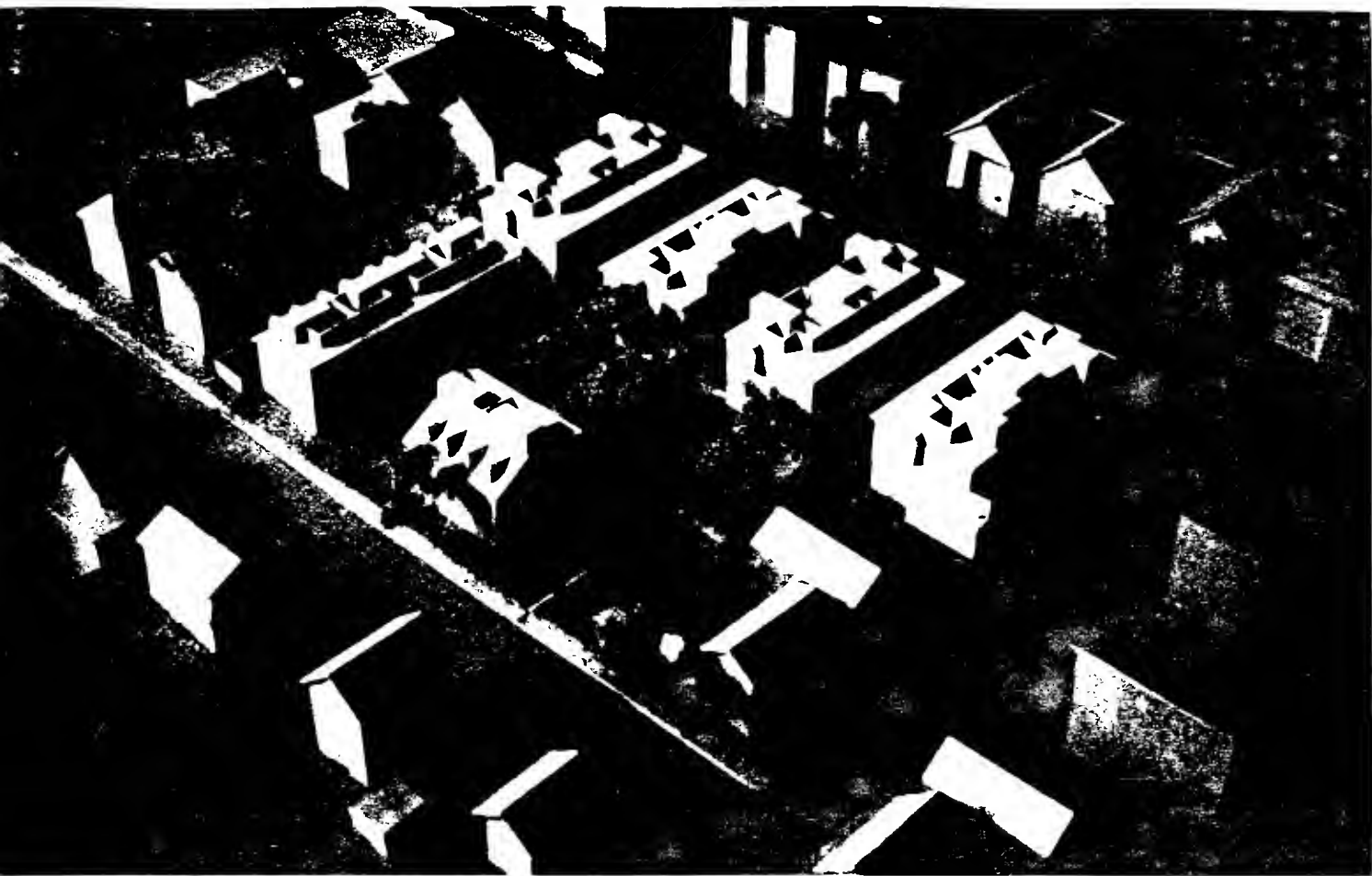
APARTMENTS FOR RENT  
CALL 1-800-555-1234  
OR 555-1234













## HOUSING EXAMPLES (Other than Olympic Village Seoul, Korea)

### Alternative Model Community Residences

Statewide (7)

DCPO, Commonwealth of Massachusetts

Construction Cost: \$2,500,000

Completed 1987

Reference: Brian McMorrow, DCPO (617) 727-5467

Eight bedroom residences for the mentally retarded; detailed programming with DMH and community acceptance groups.

### Mixed Housing (34 units)

Elderly, Congregate and Family

Spencer Housing Authority

Spencer, MA

EOCD funded

Construction Cost: \$3,250,000

Under construction

Reference: James McSherry, Director, Spencer Housing Authority (617) 885-4314

Three and four bedroom family units; congregate shared facilities; individual elderly units with associated community facilities. Extensive community involvement in site development.

### Intermediate Care Facility

Middleborough Housing Authority

Middleborough, MA

EOCD funded

Construction Cost: \$450,000

Completed 1987

Reference: Roger Parent, Director, Middleborough Housing Authority (617)947-0780

Prototype group residence for the mentally retarded to be duplicated statewide.



Family Housing (18 units)  
Coalition for a Better Acre  
Lowell, MA

Construction Cost: \$1,000,000  
Completed 1987

Reference: Louise Costello, Coalition for a Better Acre (617)  
452-7523

Coalition for a Better Acre is a non-profit organization for developing affordable housing in a hispanic neighborhood; extensive community involvement.

Trowbridge Court (7 units)  
Trowbridge Street  
Cambridge, MA

Construction Cost: \$1,000,000  
Completed

Reference: Andrew Vitvitsky, Developer (617)868-1356

Two and three bedroom market rate townhouses.

Harvard Faculty Townhouses  
Concord Avenue  
Cambridge, MA

Construction Cost: \$4,000,000  
Under Construction

Reference: David Zewinski, Harvard Real Estate Office  
(617)495-5844

Twenty-two 2- and 3-bedroom townhouses for Harvard University faculty.



Lakeside Apartments  
Harbison Development Corporation  
Columbia, SC  
HUD 202 funded

Construction Cost: \$3,500,000  
Completed 1981

Reference: Oswald Nagler (803) 871-6777

110 units of elderly housing with associated community spaces.

Indian Motorcycle Building  
State Street and Wilbraham Road  
Springfield, MA  
MHFA SHARP funded

Construction Cost: \$15,000,000  
Under construction

Reference: Austin Miller, GBCD, (413)737-0207

139 units of 1-, 2-, and 3-bedroom housing in a renovated mill building; extensive involvement with minority community groups during all phases of design. Project maintains a 50% minority man-hour component during construction.

Heatherwood  
Kingsway  
Yarmouthport, MA

Construction Cost: \$20,000,000  
Under construction

Reference: Michael Greene, Liberty Properties (617) 523-7177

235 units of luxury elderly congregate housing with underground parking and 20,000 square feet of community facilities including kitchen/dining.

Bixby Crossing Condominiums  
Washington Street  
Haverhill, MA

Construction Cost: \$10,000,000  
Contract Documents

Reference: Paul Brown, CDM Development (617) 742-5151

120 units with parking structure; 8 stories of rehab with four additional stories of new construction.





## COMPETITIONS

Roosevelt Island Housing Competition  
New York State Urban Development Corp.  
New York

National design competition for 800 units of mixed housing

Competition winner

Manchester Street Park  
Urban Development Authority  
Pittsburgh, PA

National design competition for 3/4 mile street park and 150  
units of housing

Competition winner

Olympic Athlete's and Reporter's Village  
Seoul, Korea

International design competition for 5,780 units of housing with  
350,000 SF of commercial space.

Competition winner; project under construction; to be completed  
June 1988.



## **Resumes of Design Team**



KYU SUNG WOO

Date of Birth 9 February 1941

Registration: Registered Architect in Massachusetts  
Member of the American Institute of Architects

EDUCATION

1968-1970 Urban Design Program  
Graduate School of Design,  
Harvard University  
M.Arch. in Urban Design

1967-1968 School of Architecture, Columbia  
University  
M.S. in Architecture

1964-1966 Department of Architecture,  
Seoul National University  
M.S. in Arch. Architectural  
Engineering

1961-1963 Department of Architecture,  
Seoul National University  
B.S. in Architecture

1959-1961 Premedical Course, College of Liberal  
Arts and Science, Seoul National  
University

PROFESSIONAL EXPERIENCE

1979-Present Principal, Woo & Williams,  
Architecture, Landscape Architecture,  
and Urban Design,  
Cambridge, Massachusetts

1978 Principal, Woo Associates,  
Architecture and Urban Design  
Cambridge, Massachusetts

1975-1978 Principal, Kyu Sung Woo, Architect  
and Urban Designer,  
Cambridge, Massachusetts

1975 Senior Urban Designer, Mayor's Office  
of Midtown Planning and Development,  
City of New York



1973-Present	Urban Design Consultant, Harbison New Town, South Carolina
1970-1974	Associate, Sert, Jackson & Associates, Cambridge, Massachusetts
1965-1967	Chief of Urban Design, The Housing, Urban and Regional Planning Institute, Korean Ministry of Construction

#### AWARDS & COMPETITIONS

June, 1985	First Prize, International Competition for 1988 Seoul Olympic Athletes and Reporters Village
October, 1984	Presidential Design Achievement Award, National Endowment for the Arts: In Recognition of Excellence in Design for the Government of the United States of America
October, 1983	Agawam Design Competition, Merit Winner: For the Design of Housing for Elderly and Handicapped Persons
May, 1983	The Charles G. Hilgenhurst Medal, Award for Excellence in Architecture in the 1983 Boston Exports
January, 1981	Progressive Architecture Awards, Citation for the Design of the Jordan Pond House, Acadia National Park, Mount Desert, Maine
April, 1975	A Winner, Roosevelt Island Housing Competition, National Competition Sponsored by New York State Urban Development Corporation
January, 1973	First Prize: Manchester Street Park Competition, National Urban Design Competition Sponsored by the Urban Renewal Authority of Pittsburgh, Pennsylvania

#### TEACHING

1980-1984	Design Critic in Architecture, Department of Architecture, School of Architecture and Planning, Massachusetts Institute of Technology
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1979	Design Critic in Architecture, Harvard Graduate School of Design
1975-1978	Associate Professor, Department of Architecture, School of Architecture and Planning, Massachusetts Institute of Technology
1967	Lecturer, School of Fine Arts, Ehwa University, Seoul, Korea

#### FELLOWSHIPS

1969	The JDR 3rd Fund Travelling Fellowship
1968	The JDR 3rd Fund Fellowship
1968	William Kinne Travelling Fellowship, Columbia University
1967	Hawkins Fellowship, Columbia University
1967	The Asia Foundation Travelling Fellowship

#### WORKS PUBLISHED

1985	Exhibition: At the Bank of Boston and Graduate School of Design "Establishing a Threshold: Twelve Architectural Practices in Boston Catalogue Published by Harvard University Graduate School of Design
1981	Jordan Pond House, <u>Progressive Architecture</u> , January, 1981
1977	"Wheeler Hill, framework for a residential development," <u>Space</u> , August, 1977
1975-1976	The Roosevelt Island Housing Competition, <u>Progressive Architecture</u> , July, 1975. <u>AIA Journal</u> , July, 1985, <u>Architectural Record</u> , July, 1975. <u>Contro Spazio</u> , February, 1976, <u>Toshichutaku</u> , March, 1976
1973	Manchester Street Park Competition, <u>New England Architecture</u> , May, 1973, <u>Space</u> , April, 1973



JOHN GOODRICH WILLIAMS

Date of Birth: February 13, 1941

Registration: Registered Architect in Massachusetts, Maine, South Carolina, Rhode Island, and NCARB Certification, Registered Landscape Architect in Massachusetts

EDUCATION:

1966 - 1968 Landscape Architecture Department, Graduate School of Design, Harvard University, Master of Landscape Architecture

1962 - 1966 Graduate School of Fine Arts, University of Pennsylvania Master in Architecture

1958 - 1962 Haverford College, Haverford, Pennsylvania, Bachelor of Arts in English Literature

PROFESSIONAL  
EXPERIENCE:

1979 - Present Principal, Woo & Williams, Architecture, Landscape Architecture, and Urban Design Cambridge, Massachusetts

1976 - 1978 Principal, Sert, Jackson Associates, Inc. Architects and Planners Cambridge, Massachusetts

1972 - 1976 Associate, Sert, Jackson Associates, Inc. Architects and Planners Cambridge, Massachusetts

1969 - 1972 Architect, Sert, Jackson Associates, Inc. Architects and Planners Cambridge, Massachusetts

TEACHING:

1974 - Present Lecturer, Department of Architecture Harvard Graduate School of Design Course: History and Theory of Landscape Architecture

1972 - 1974 Design Critic in Landscape Architecture Harvard Graduate School of Design Department of Landscape Architecture



1970 - 1971                      Visiting Critic, Boston Architectural Center  
Boston, Massachusetts

WORKS PUBLISHED:

December, 1984 -                      Exhibition: Bank of Boston and Graduate  
March, 1985                      School of Design  
"Establishing a Threshold"  
Twelve Architectural Practices in Boston  
Catalog Published by Harvard University  
Graduate School of Design

December, 1984                      "The Park Service as Client: II,"  
   Architecture,  
   Acadia National Park  
   Mount Desert, Maine

January -                                "The Jordan Pond House,"  
February, 1984                      Landscape Architecture,  
   Acadia National Park  
   Mount Desert, Maine

June, 1983                              "A Gardenmaker's Summerplace,"  
   Garden Design,  
   Thuya  
   Mount Desert, Maine

June, 1982                              Milstein Garden  
   Garden Design

January, 1981                          The Jordan Pond House  
   Progressive Architecture

COMMUNITY AND  
PROFESSIONAL  
ORGANIZATIONS:

1985 - Present                          Boston Society of Architects  
   American Institute of Architects (AIA)

1979 - 1982                              Executive Committee, Board of Overseers  
   Shady Hill School  
   Cambridge, Massachusetts

1979 - 1982                              Trustee, WGBY - 57 Public Television,  
   Springfield, Massachusetts

1977 - 1983                              Board of Overseers  
   Shady Hill School  
   Cambridge, Massachusetts

1972 - Present                          Boston Society of Landscape Architects  
   American Society of Landscape Architects



1970 - 1971

Board of Education  
Cambridge Center for Adult Education  
Cambridge, Massachusetts

AWARDS AND  
COMPETITIONS:

May, 1985

Massachusetts Historical Commission: 1985  
Preservation Award  
Associates Block, Arlington, Massachusetts  
for "outstanding rehabilitation of a  
prominent group of storefronts in Arlington's  
Town Center Historic District"

October, 1984

Presidential Design Achievement Award,  
National Endowment for the Arts: In  
Recognition of Excellence in Design for the  
Government of the United States of America  
for the Jordan Pond House Visitor Center  
Acadia National Park  
Mount Desert, Maine

October, 1983

Agawam Design Competition Merit Winner:  
For the Design of Housing for Elderly and  
Handicapped Persons

May, 1983

The Charles G. Hilgenhurst Medal,  
Boston Society of Architects  
Award for Excellence in Architecture for the  
Jordan Pond House Visitor Center  
Mount Desert, Maine

January, 1981

Progressive Architecture Awards,  
Citation for the Design of the Jordan Pond  
House  
Acadia National Park  
Mount Desert, Maine





**Dennis B. Carlberg**  
5 Smith Street Court  
Rockport, MA 01966  
(617) 546-2073

## EDUCATION

June 1984

**MASSACHUSETTS INSTITUTE OF TECHNOLOGY**  
Master of Architecture

AIA Gold Medal Award 1984  
AIA Foundation Scholarship 1983  
SOM Traveling Fellowships Nominee 1982-83  
Student Member, M.Arch. Admissions Committee 1983  
Teaching Assistant in Design, Fall 1982, Spring 1983, Fall 1983  
Teaching Assistant in Daylighting Course, Fall 1981

June 1980

**UNIVERSITY OF CALIFORNIA, BERKELEY**  
Bachelor of Arts in Architecture

Dean's List  
Design + Energy National Student Design Competition, Semifinalist, 1980  
Student Chapter/AIA, Member

## ARCHITECTURAL EXPERIENCE

September 1985 -  
Present

**WOO & WILLIAMS, Cambridge, MA**  
Project Architect for renovations to U.S. Postal Service facilities throughout Massachusetts and Rhode Island. Responsible for design, coordination, and construction supervision.

Project Architect for the renovation of the Indian Motorcycle Factory, Springfield, MA into 139 apartments. Responsible for design, coordination of engineers and consultants, managing production of contract documents and providing construction supervision. Also Project Architect for numerous other commercial and mixed-use projects.

April 1984 -  
Present

**CARLBERG TVA, Rockport, MA**  
Collaboration on design of a residence on Cape Cod and of numerous renovations, commercial, residential, and public.

April 1984 -  
August 1985

**ANN BEHA ASSOCIATES, Boston, MA**  
Job Captain for the restoration of two H.H. Richardson buildings (Austin Hall, Harvard Law School, and Malden Public Library), and a 19th century commercial block in Springfield, MA. Responsible for management and production of contract documents and providing construction supervision. Design, working and presentation drawings for numerous renovation projects.

January-April 1984

**KANDA ASSOCIATES, Cambridge, MA**  
Job Captain for design proposal and the feasibility study for the re-use of two existing MIT buildings, to be occupied by the MIT Museum and the School of Architecture and Planning.

Summer 1982

**R. WENDELL PHILLIPS ASSOCIATES, Boston, MA**  
Design, coordination, and working and presentation drawings for Worcester Housing Authority site rehabilitation and for a 30-unit housing facility at Hanscom AFB

Summer 1981

**DAVID CARLBERG FAMILY, Los Altos, CA**  
Design of a 3400 square foot climate responsive residence.

Summer 1979

**ROBERT E. CRIPPEN ASSOCIATES, Truckee, CA**  
Working drawings and design for single family residences

Summer 1978

**DALE LA FOREST ARCHITECTURAL DESIGN, Mt. Shasta, CA**  
Working drawings and design for single family residences

Summer 1977

**ERIC SMITH ASSOCIATES, Boulder, CO**  
Working and presentation drawings for residential developments

Summers 1978, 76, 75

**MOUNT SHASTA, CA**  
Design and working drawings for three single family residences



**RELATED EXPERIENCE**

Summer 1983	<b>HARVEY BRYAN ASSOCIATES, Cambridge, MA</b> Development of daylighting design tools, and the writing of The Users Manual for Daylighting Protractors.
1982-83	<b>LABORATORY OF ARCHITECTURE AND PLANNING, MIT</b> Development of daylighting design tools - research conducted under Harvey Bryan Design and construction of the MIT Artificial Sky - Grunsfeld Research Grant
February-August 1981 Summer 1980	<b>SOLAR ENERGY RESEARCH INSTITUTE, Golden CO</b> Conducted daylighting and case study research, and contributed to the publications: Designing Energy Responsive Buildings and Daylighting of Commercial Buildings
October 1980 - January 1981	<b>CENTER FOR PLANNING AND DEVELOPMENT RESEARCH, Lawrence Berkeley Laboratory</b> Under Stephen Selkowitz conducted daylighting research using scale models

**PUBLICATIONS & ACTIVITIES**

Co-Author	<b>NATIONAL PASSIVE CONFERENCE (AS/ISES)</b> Three papers on daylighting as an energy efficient design strategy
Co-Author	<b>JOURNAL OF THE ILLUMINATING ENGINEERING SOCIETY</b> "Development of Protractors for Calculating the Effects of Daylighting from Clear Skies"



**H. CHRIS CHU**

41 Garden Street #9  
Boston, MA 02114  
(617) 742-8655

---

**EDUCATION:**

M. Arch., Rice University, Houston, TX (1981)  
B.A. (Math), Pomona College, Claremont, CA (1976)

**PROFESSIONAL EXPERIENCE:**

Woo & Williams Architects, Cambridge, MA

October, 1985 - Present

Project Manager of several types of projects including a 200-unit residential project on Cape Cod, renovations to the Amherst Town Hall, and renovation of 12,000 square foot office in Bay Village. Experience with design development, construction documents, construction supervision and client/consultant coordination.

Real Estate Advisory Services, Laventhol & Horwath, Houston, TX 1983 - 1985

Provided developers with market research services, including recommendation of architectural features. Worked in conjunction with architects in determining site-specific programs for development. Involved with development of retail, hotel, office, residential and downtown revitalization projects. Had client contact and business development responsibilities.

Rice Center, a non-profit community development research organization affiliated with Rice University, Houston, TX  
1980 - 1983

Researched a variety of urban/architectural topics including: determining market support for and architectural features desired in a proposed near-downtown condominium/retail project, economic impact studies for mass transit stations, comparative study of cities and growth patterns, and urban development studies on a local basis.

**PUBLICATIONS:**

Guide to Innovative Financial Mechanisms for Mass Transit Authorities (UMTA)

"San Antonio Development," ULI Handbook of Development

**HONORS AND SCHOLARSHIPS:**

Scholarship, Rice University School of Architecture

Full tuition four-year scholarship, Signal Oil and Gas

**FOREIGN LANGUAGES:**

Chinese (Mandarin)  
French



## **Corporate Resume**





# GOODWIN, PROCTER & HOAR

(A PARTNERSHIP INCLUDING PROFESSIONAL CORPORATIONS)

COUNSELLORS AT LAW

EXCHANGE PLACE

BOSTON, MASSACHUSETTS 02109-2881

TELEPHONE (617) 570-1000

TELECOPIER (617) 523-1231

TELEX 94-0640

CABLE:GOOOPROCT, BOSTON

## 1987 FIRM RESUME

The firm celebrated its 75th anniversary this year. In honor of this occasion the partners of Goodwin, Procter & Hoar established a \$1 million dollar endowment entitled SEED (Support for Early Educational Development.) The money from this endowment will be used to develop educational and support programs in Boston's elementary schools. This is an unprecedented contribution by a professional firm and reaffirms Goodwin, Procter & Hoar's sense of civic responsibility and commitment to the City of Boston.

The firm was founded in 1912 by Robert E. Goodwin and Joseph O. Procter. Samuel Hoar, father of the partner of the same name, joined the firm in 1917. Among the early partners of the firm were Fred T. Field, who became Chief Justice of the Massachusetts Supreme Judicial Court, and Arthur A. Ballantine, who later founded the firm bearing his name in New York. With Justice Field's departure in 1928, the firm assumed its present name.

The firm has grown to become one of the largest in Boston. Including the class of 1987, the firm has 70 partners and 156 associates. The firm's growth in the last few years has been substantial. The average age of the partners is 43, and a high percentage of the partnership has been elected in recent years.

The firm includes among its attorneys a number of leading members of the bar, former and current law school teachers, former assistant United States Attorneys and special prosecutors, bar association officers and section heads, members of municipal bodies, and officers of Boston's leading civic and charitable institutions. Two of the federal district court judges in Massachusetts were previously partners in the firm.



# GOODWIN, PROCTER & HOAR

## THE FIRM'S PRACTICE

Goodwin, Procter & Hoar is engaged in a broad general practice. Its areas of specialization include:

Corporate - Goodwin, Procter & Hoar's corporate and business practice encompasses virtually every aspect of corporate, commercial and financial law. The firm represents small, medium and large companies, including those in the Fortune 500, in numerous industries including some of New England and the nation's leading high technology and industrial firms. Clients include those listed on the New York and American Stock Exchanges, other publicly held firms whose securities are traded in the over-the-counter market and privately held firms ranging from the small start-up companies to major family owned enterprises. Goodwin, Procter & Hoar also represents brokerage firms, leading national and international venture capital firms, hospitals and other health care providers, educational institutions, municipal governments, federal agencies, charitable and civic organizations, individuals, and small businesses.

The general corporate and business work of the firm ranges from organizing corporations, private placements and other financings, public securities offerings (representing issuers and underwriters), and corporate reorganizations. The firm has been active in the merger and acquisition field, servicing clients in the negotiation and carrying out of conventional corporate acquisitions, in the area of leveraged buy-outs and in the representation of both suitors and targets in so-called "hostile" situations. Our work also includes significant involvement in the bankruptcy and creditors rights area.

Members of the corporate department have an active national practice in the mutual funds industry, representing a number of managers of mutual funds as well as the independent directors of other mutual funds. The firm is also recognized as a leader in the field of Real Estate Investment Trusts.



## GOODWIN, PROCTER & HOAR

The firm has developed a broad practice covering all aspects of the financial services industry, one of the fastest growing sectors of the national economy. Its practice includes representation of major commercial and thrift banks, both foreign and domestic. The firm also represents clients in commercial and mortgage lending transactions, Euro-Dollar and off-shore financings, tax advantaged investments and tax exempt financings, and brokerage and investment banking activities.

The corporate department has formed an inter-disciplinary Financial Services Group in recognition of the fact that our clients' problems cross traditional specialty boundaries. This group meets on a monthly basis and contains members of the firm's corporate, litigation, real estate and tax departments.

The firm's Health Care Group is based in the corporate department, although attorneys from other specialties are involved regularly in this practice. The practice encompasses representation of traditional health care providers, such as hospitals, clinics, physician groups and home health agencies, as well as other clients affected by health care regulation such as real estate developers involved in health care projects and medical high technology companies. The Health Care Group has special expertise in managed care and an active health maintenance organization practice. The group's attorneys are also frequently involved in proceedings before the Department of Public Health and other regulatory bodies, and in public negotiations over regulatory and legislative proposals.

Litigation - The firm's litigation practice includes representation of New England-based clients in litigation throughout the United States, as well as representation of many national corporations in courts throughout New England and elsewhere. The litigation practice is primarily civil in nature but includes an increasing representation in criminal matters. The practice involves trial and appellate work before state and federal courts, counseling clients in antitrust and SEC matters, and representation in arbitration and administrative proceedings. The firm's litigation practice includes securities, antitrust, products liability, constitutional law, environmental law, civil rights, tender offers, construction disputes, contracts, real estate development disputes, municipal law, intellectual property law, administrative law, entertainment law, and native American land claims practice.



## GOODWIN, PROCTER & HOAR

Our litigation practice is extremely diverse. For example, the firm is involved in defense of major Indian landclaims which involve ancient claims to millions of acres of land in New York and Massachusetts. These cases turn on interpretation of the Articles of Confederation and on enactments of the first Congress, and involve such issues as the political question doctrine and implied private rights of action. One of these cases was recently before the United States Supreme Court. The firm handles First Amendment cases for a newspaper chain, and has had litigation involving freedom of research, has represented the City of Gloucester in a zoning and First Amendment case against the Unification Church, has represented the Secretary of State of the Commonwealth of Massachusetts in litigation concerning a state Democratic Party rule restricting ballot access in primary elections, and has been actively involved in the Boston School Desegregation case for nearly a decade.

In the past year the firm has been involved in litigation under the federal Clean Water Act and the federal Superfund statute. We are representing several municipalities as special town counsel in Section 1983 actions, and are engaged in litigation involving zoning and constitutional questions on behalf of the National Trust for Historic Preservation and the Historic District Commission of Nantucket. We are representing a major record company in litigation defending the right of a highly successful rock group to continue to use its name. We have also recently been involved assisting attorneys and public interest litigating groups who have been successful in civil rights litigation in fee application disputes, and have represented other lawyers in disciplinary proceedings and Rule 11 proceedings.

The firm has been involved in a number of hostile takeover cases; in the last year, our corporate litigation has included a proxy fight, representation of a Special Litigation Committee of a major Southern utility, and civil RICO litigation. The firm has been extensively involved in product liability test cases in several states dealing with issues of "market share" and related novel theories of liability. We have recently represented several corporate clients or their employees in grand jury proceedings.

Real Estate - The firm's real estate practice is among the largest, most diverse and most sophisticated in Boston. The department, which now consists of more than 30 lawyers, is





## GOODWIN, PROCTER & HOAR

active in all aspects of commercial real estate but is principally involved in the areas of development, institutional financing, joint ventures, syndications, historic preservation, land use and environmental matters. In our representation of developers, investors and financial institutions, we have been involved in many of the largest commercial real estate transactions in the United States. For example, in the Boston area, we have acted as counsel for the developers of Copley Place, the Charlestown Navy Yard and the Draper Laboratories Complex, as construction lender's counsel for Exchange Place and the Four Seasons Hotel, and as underwriter's counsel in the Marriott Long Wharf syndication. Other significant Boston development work now under way includes BOSCOM's rehabilitation of Commonwealth Pier, the proposed redevelopment of Columbia Point Housing Development and a major new office building at One Memorial Drive in Cambridge. In addition, we have worked on many major lending transactions and equity participation loans for a number of insurance companies, commercial banks and thrift institutions. Over the last several years, we have developed a special expertise in the area of creative financing and investment by pension funds and other exempt organizations. Recent examples include a \$90 million participating loan for property on Park Avenue in New York, a \$99 million participating loan and joint venture for the development of a regional shopping center in Maryland and a \$100 million convertible debenture investment in Phoenix, Arizona.

Environmental Law - The firm's environmental practice is unique in Boston and has included considerable public interest work as well as a wide range of both litigation and administrative practice. Its public interest work has included the Georges Bank offshore drilling litigation, representation of herbicide spray victims, litigation which halted the construction of I-93 through Franconia Notch, New Hampshire, and litigation against state and federal agencies for pollution of Boston Harbor, as well as counseling on acid rain litigation and on Superfund and victims' compensation legislation. Our environmental work for firm clients has included substantial amounts of counseling as well as practice before both courts and administrative agencies. In addition to real estate related matters on both local projects and facilities throughout the United States, the department has engaged in extensive work on air and water pollution and hazardous waste. It has also been in the forefront on right-to-know legislation, environmental liability insurance, environmental audits, and protection of confidential business information given to



## GOODWIN, PROCTER & HOAR

environmental agencies. The firm has played a leading role in the first federal "Superfund" trial.

Labor - Our labor law practice is oriented principally towards the representation of management. The firm's labor lawyers are engaged in all aspects of employer-employee relations, including practice before the National Labor Relations Board, collective bargaining negotiations, arbitration of employer-employee disputes, advice regarding employee relations and policies, employment discrimination matters, compliance with the Fair Labor Standards Act, advice regarding wrongful termination and other litigation related to labor relations, and counseling concerning the Occupational Safety and Health Act. In labor matters, the firm represents enterprises of various sizes including manufacturing, high technology, retailing, warehousing and transportation, banking, health care, construction and real estate management, higher education, the arts, and various trade associations. In the employment discrimination area, representation of clients includes a considerable amount of counseling, as well as practice in the federal and state courts and before federal and state anti-discrimination agencies.

Taxation - The firm's tax practice is sophisticated and transactional in its orientation, reflecting in part the strengths of the other practice areas of the firm, such as corporate and real estate, in attracting and handling major commercial transactions for clients. In the general corporate and international tax areas, the tax department assists in structuring a variety of transactions such as mergers and acquisitions, leveraged buy-outs, liquidations, redemptions, international financings, the creation of offshore mutual funds and "in-bound" and "out-bound" investments for foreign investors doing business in the United States and U.S. companies doing business overseas. In the real estate area, the tax department is actively involved in structuring real estate transactions, including syndications, representing real estate investment trusts and handling a variety of tax problems for real estate developers. The tax department is also involved in the structuring of creative equity participation financing for real estate by tax exempt organizations, equipment leasing, research and development financing, cable television and other financings and syndications in the communications area, tax issues relating to mutual funds and others in the financial services industry, and planning for high-tech start-ups and venture capital funds.



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The tax department also is experienced in tax dispute resolution at the administrative level of the Internal Revenue Service and the Massachusetts Department of Revenue, in federal and Massachusetts tax litigation and in handling ruling requests and other regulatory matters before the Internal Revenue Service and the Massachusetts Department of Revenue. In addition to representing the firm's corporate and real estate clients, the tax department frequently represents clients who have approached the department specifically for assistance with tax matters.

Employee Benefits - The practice of the firm's employee benefits department is among the most varied in New England. In addition to the traditional practice involving pension and benefit planning for corporate clients, the department is deeply involved with pension investment issues on behalf of the firm's financial services clients. The firm also has one of the leading multi-employer plan practices in the country. Members of the department work closely with the corporate department in the merger and acquisition practice, and with the litigation and labor departments in pension and benefit disputes. Two of the department's partners have served as chairmen of ABA Section committees on employee benefits, one is currently co-chairman of the Massachusetts Bar Association's Labor Section Committee on Employee Benefits, and one is currently co-chairman of the Boston Bar Association's Tax Section ERISA Committee.

Estate Planning & Administration - Our estate planning practice is an active and varied one. It involves all aspects of lifetime estate tax and income tax planning and the settlement of estates. The firm's work in this area encompasses complex estate planning and administration, gift and income tax analysis and litigation arising in connection with estate and trust matters. Individual lawyers in the office, moreover, often serve as executors and trustees.

### PROFESSIONAL ACTIVITIES & PUBLIC INTEREST WORK

Attorneys at GP&H are currently involved in a wide variety of pro bono activities. Individual attorneys often accept referrals from the federal court and from such organizations as Greater Boston Legal Services, the Volunteer Lawyers Project of the Boston Bar Association, the Conservation Law Foundation,



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and the Lawyer's Committee for Civil Rights. Activities in recent years have included an employment discrimination class action against a local VA hospital, a variety of landlord-tenant matters, suits on behalf of inmates at several Massachusetts prisons challenging various aspects of their confinement, a successful effort to obtain a commutation for a prison inmate serving a life sentence, and advice to a major environmental organization regarding farmland preservation, wetlands protection and disposal of low-level radioactive waste.

In the spring of 1982, GP&H became the first Boston law firm to undertake death row representation since the U.S. Supreme Court's decision in 1976 upholding certain death penalty statutes. At the request of the Legal Defense & Educational Fund, Inc., the firm undertook representation of one of the more than 200 prisoners sentenced to death in Florida. In connection with this representation, lawyers at GP&H have, among other things, appeared before Florida Governor Graham and his Cabinet in a Clemency Appeal proceeding, have tried a state post-conviction relief proceeding before the Hillsborough County Circuit Court in Tampa, and have appeared before the Florida Supreme Court. The firm also recently submitted to the Massachusetts Supreme Judicial Court on behalf of the Boston Bar Association an amicus curiae brief in connection with a successful challenge to the constitutionality of the Massachusetts death penalty statute.

The firm encourages all attorneys to participate in professional organizations and programs in their areas of practice. Attorneys from GP&H have chaired various ABA sections or committees. One attorney has been President of the Massachusetts Black Lawyers Association; one has recently been and another now is President of the Asian-American Lawyers Association of Massachusetts; another attorney has served as President of the Greater Boston Chamber of Commerce. Lawyers from the firm teach regularly in local law and business schools and in continuing legal education programs.





SOUTH COVE YMCA DEVELOPMENT PACKET FOR R-3/R-3A



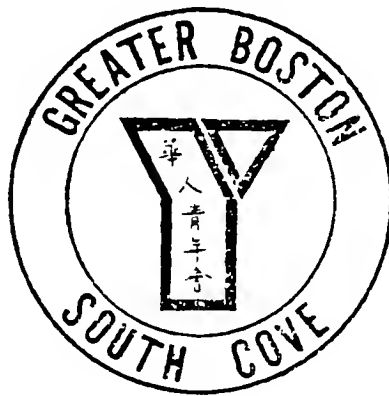
# Greater Boston YMCA

56 Tyler Street • Boston, Massachusetts 02111 • 426-2237

SOUTH COVE BRANCH

## SOUTH COVE YMCA DEVELOPMENT PACKET

SITE P3/ R3A



Prepared by South Cove YMCA  
Facilities Committee  
April 4, 1988





The South Cove YMCA is now embarking upon a new facility and will begin extending RFP for development packages for the development of Parcel R3/R3A located at the corners of Washington and Marginal Road in the South Cove Chinatown section of Boston. The preliminary space budget should ideally contain 30,000 sq. ft. for the programmatic needs of the facility.

**LOCATION:**

The YMCA should be situated at one of the perimeter locations on Marginal Road and Harrison Avenue, or Marginal Road and Washington Street so that maximum visibility of the facility can be assured.

**PROGRAM AREAS:**

These are the general areas that will be required for program usage:

**Gymnasium:** 22' height in area 80x110 2(50x70) cross court  
1(60x90)

Area 8,800

**LOCKER ROOMS:**

Women and Men's Locker Complex, Area 2,200 2(1100)

Girls and Boys' Locker Complex, Area 1600 2(800)

**NAUTILUS AREA:** Area 1800

**LOBBY AND RECEPTION**, Front Desk & Control Desk Area 1800

**OTHER SPACE /HALLWAY CORRIDORS**

**PROGRAM CORRIDOR AND RAMP** Area 2320

**SERVICE & MECHANICAL:** Area 800

**GYMNASIUM STORAGE:** Area 800 (10 X 80)

**ELEVATOR** ?



**GENERAL RECREATION ROOM:** Ping pong, billiards, table games  
Area 1000



**MULTI-USE AREAS :** Flexible usage for auditorium/large meeting hall

Area 2400

**AEROBIC/EXERCISE :** Area 1600

8800. Gym

**ADMINISTRATION:** Staff Offices, Conference space

2200 } lockers  
1600 }

Area 1500

1800 Namibias

**STAIRS & CORRIDORS:** Area ?

1800

2320 2400

800 1600

800 1500

**CHILD CARE CENTER:** Pre-School Age; Toddler; After School

1000 2500

35sf/child x 50 and rooms Area 2,500

1680

**EDUCATIONAL CLASSROOMS:** Language Instructional; Multi-purpose

4 (20x24) rooms Area 1680

**PARKING SPACES:** Space Allotments Needed 15-20

1. Gymnasium must accomodate full length and two side court playing areas, i.e. regulation size basketball and volleyball courts.

2. The multi-use space , wherever located, will be divisible by an operable partition with adequate sound rating.. This area will be suitable for meetings, classes, dances, and non-equipment physical programs.

3. The Administrative Core will contain a minimum of 5 staff offices, a conference room area, general clerical office area with duplicating and storage area.

4. The Child Care Center will contain 4 classroom areas, necessary wash and toilet facilities, kitchens, appropriate staff offices, staff conference rooms.

**OTHER SITE CONSIDERATIONS:**

- Separate mechanical systems: water, utilities, heating etc.
- Individual entrance way apart from housing units
- Accoustical issues
- Security ,Elevators, Outdoor Space
- Child Care center must be on ground floor of facility





- Preference for Washington Street entrance
- For height and span issues, the Y will need a separate situation. Gym will need a clear span.

### PROGRAM INTRODUCTION:

The South Cove YMCA has been in operation in the Chinatown area for almost 75 years. It has historically served a working poor neighborhood composed of first and second generation Chinese immigrants.

The initial site of the YMCA was located at 56 Tyler Street. This facility was a three floor brick building that served both as a program site as well as a resident facility for single Chinese males. The main recreational area of this site was an outside parking lot that served as a basketball court and outdoor play area that has at various pointsover the years provided a small swimming pool, a hockey rink, a baseball and football field, and a side building wall was a backdrop for tennis.

In 1971, the YMCA moved to its present location at 48 Tyler Street to a larger air inflated bubble structure that housed a gymnasium and some administrative offices. The original bubble was destroyed in the Blizzard of 1978 and a second bubble was erected in the summer of 1979. The life expectancy of this second bubble has gone beyond the expected 7 years. This bubble gym is one of Chinatown's two indoor recreational facility and is the only one operating past 9:00 P.M. and is the only one open on week-ends.

### Community Profile:

Chinatown is the most densely populated neighborhood in Boston and has the lowest family income percentages as well. The population within a 5 block radius of YMCA site is estimated to be around 6,000 people.

Eighty percent of the adult residents are monolingual in Chinese/or speak limited English. Major occupations are in the restaurant , service, and non -professional areas. Over half of all residents are foreign-born.



The YMCA's immediate area of service will cover the Chinatown business and residential area, the New England Medical Center and Tufts University Complex, the South End, as well as the contiguous downtown and theatre districts. It will also be worth noting that Chinatown serves as the main social and cultural center for most of Greater Boston's Asian community, and as such it attracts Asians who live outside the downtown Boston core in such areas as Allston-Brighton, Brookline, Jamaica Plain, Quincy, as well as Asians from Boston's outlying suburbs.

Decent and affordable housing has long been recognized as the leading problem area for this community, and due to linguistic and cultural factors, appropriate and responsive social services have been lacking as well. While the population increases, most services and resources have not kept up with the demand.

The South Cove Branch hopes to meet local community needs with responsive services and to draw upon the diverse resources from within and outside this area. A balanced approach of matching community and institutional resources with the addition of the community's own human resources will enhance the capacity for developing the community's growth and progress.

**PROGRAM ATTENDANCE and SPACE USAGE :**

Day long - continuous programs: Child care center  
Educational Classes  
Gymnasium Usage

Early AM - Noon: Adult Health Fitness/Exercise-  
Child care operations-  
Community Health Programs for Special  
Populations ( Immigrant, Medical Center  
staff/patients, elderly, schools ) -

Noon - Early Aft. Business, Medical Center community  
Health/Exercise/Gym



**Mid-Late Aft.**

**After School Program  
Youth Activities**

**Late Aft.**

**Open Adult gym/ Teen Gym  
Basketball/Volleyball Groups  
Health Fitness and Exercise  
Educational classes**

**Early Evening**

**Teen/Young Adults  
Gym and sports activities  
Organized Co-ed sports leagues**

**Evenings 7-11**

**Continued educational classes  
Community meeting space use  
Organized social and entertainment  
programs for site residents**

**Adult gym, Health Fitness**

**Week-ends:**

**Recreational facilities open  
Youth Sports League  
Community meeting space  
Child care - drop off center  
Social Activities**

**Average daily attendance : 500**

**For further information , please contact:**

**William Moy - Chairman**

**Richard Chin - Executive Director**

**c/o**

**South Cove YMCA : 48 Tyler Street  
Boston, MA. 02111  
Tel. 426-2237**











